

**annual  
report  
McDonald's  
Corporation**

CLEVELAND PUBLIC LIBRARY  
BUSINESS INF. BUR.  
CORPORATION FILE

**1965**



## **contents**

### **part 1**

financial highlights 2  
message from management 4  
officers and directors 8

### **part 2**

balance sheet 10  
consolidated statement of  
income and retained earnings 12  
notes to financial statements 14  
auditor's report 17

### **part 3**

national directory of McDonald's  
units and regional offices 18

### **supplement**

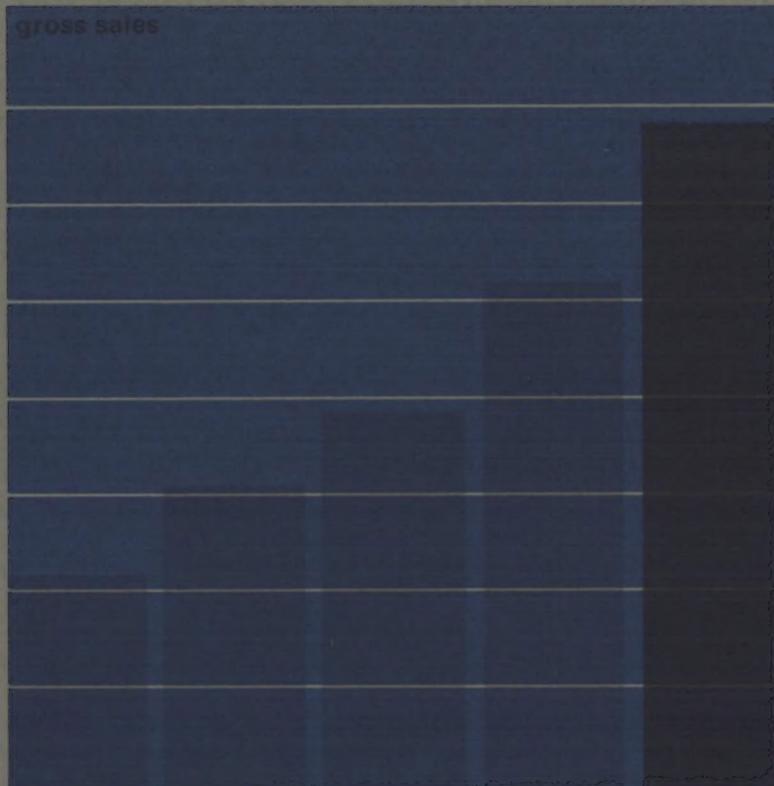
McDonald's . . .  
what makes us different!

# **financial highlights**

## **message from management**

### **officers & directors**

**part 1**



# highlights of 1965

1965

Revenues, including sales by company operated units	\$35,427,779
Income before taxes	\$5,967,136
Net income	\$3,402,136
Net income per share	\$2.27
Shareholders' equity	\$7,154,694
Total number of units at end of year	738
Total sales all units (company operated and franchise)	\$170,865,019
Real estate and other investments	\$15,981,492

# and five year comparison

**1964**

**1963**

**1962**

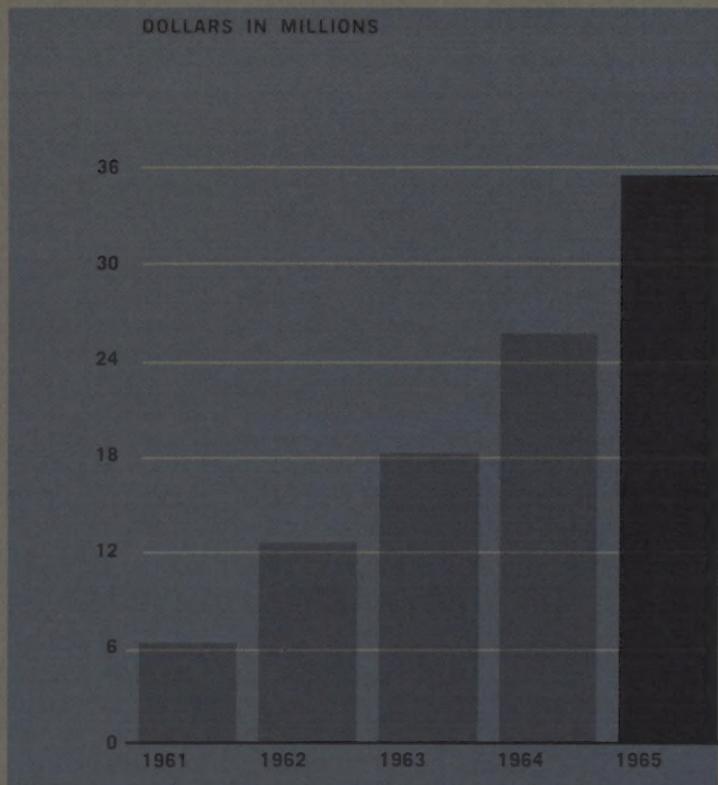
**1961**

\$25,886,079	\$18,110,693	\$12,410,382	\$6,274,758
\$3,465,636	\$1,834,005	\$857,958	\$133,417
\$2,017,178	\$1,048,611	\$439,315	\$16,103
\$1.34	\$.70	\$.29	\$.01
\$3,752,558	\$1,735,380	\$686,769	\$670,666
657	550	439	323
\$129,591,781	\$97,978,344	\$76,264,132	\$54,253,075
\$14,207,217	\$10,480,228	\$8,925,302	\$6,292,910

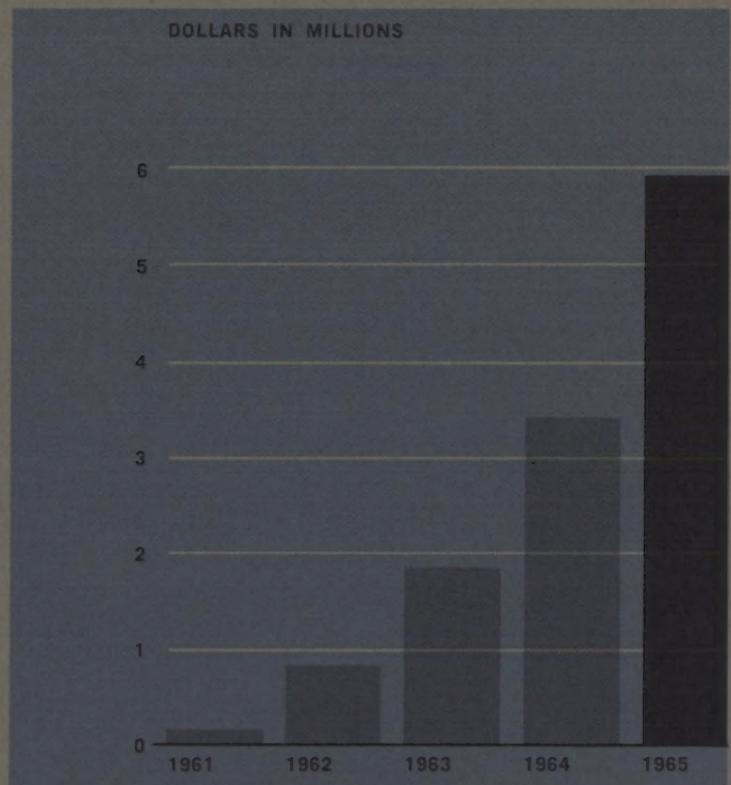
The purpose of our Company is to develop, license, lease and service a nationwide system of drive-in self-service restaurants under the name "McDonald's"® utilizing similar and distinctive design and construction, serving a standardized menu of low price food and featuring efficient, courteous and rapid service.

## revenues

including sales by company owned units



## income before taxes



## message from management

The year 1965 marked McDonald's 10th anniversary. It was again a year of substantial growth in all segments of our business. It was a year of excellent profits, outstanding increases in volume and an ever-growing consumer acceptance of our products.

The accomplishments of our first decade give much promise to our second decade.

One statistic is especially meaningful and should be emphasized. It shows an increase in average unit volume of almost \$34,000 over 1964. This means that in 1965 the average McDonald's did a volume of approximately \$249,000. We think this an outstanding achievement.

We believe that the full meaning of this accomplishment can best be pointed up by referring to a recently published statement by a leading restaurant trade journal. This publication gives the national average volume for drive-ins in the United States as \$75,000 per year.

Some additional sales statistics, not in the formal annual report:

596 units showed an increase in volume over the previous year.

Eight units had sales volumes in excess of \$500,000 compared to one unit in 1964 over this figure.

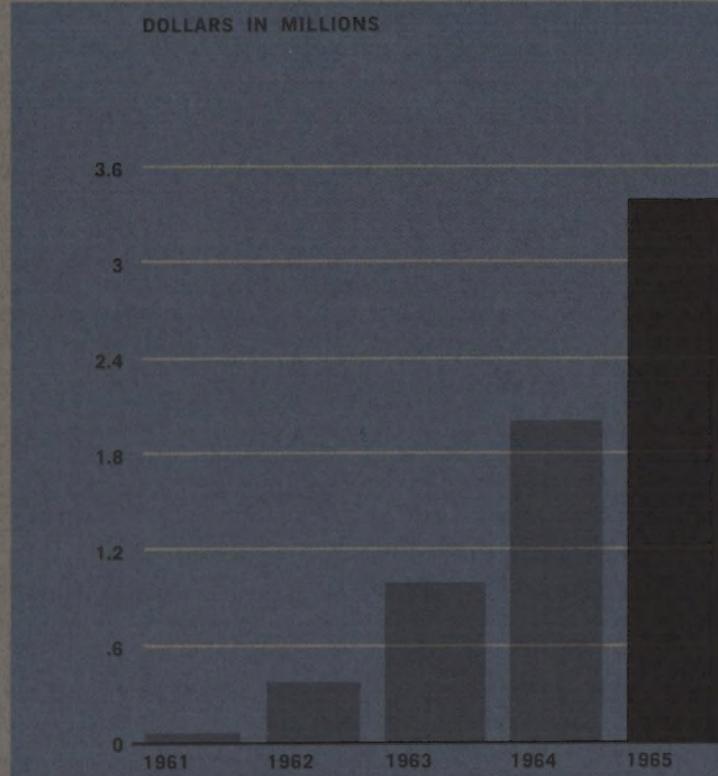
24 units had sales volumes in excess of \$400,000 compared to 11 in 1964.

110 units had sales volumes in excess of \$300,000 compared to 64 in 1964.

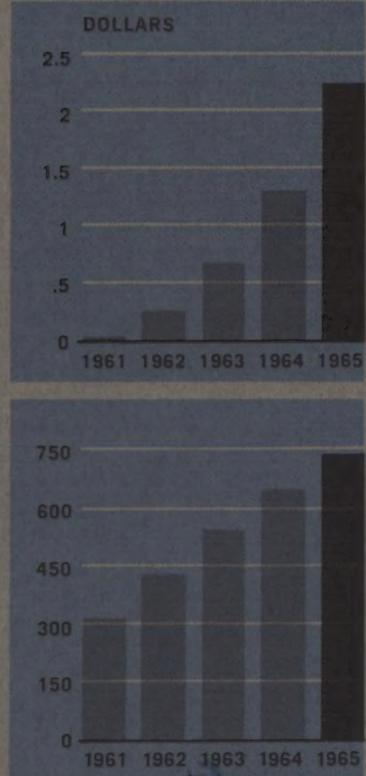
In 1964 we had 85 units doing a volume of less than \$150,000. By putting emphasis on and working closely with these units, 34 were removed from the under-\$150,000 list, and put on a more productive basis from the corporation's standpoint. Additional emphasis on lower volume units during 1966 will most certainly remove another substantial number this year.

Another interesting statistic is our hamburger sales. We are now selling hamburgers at the rate of

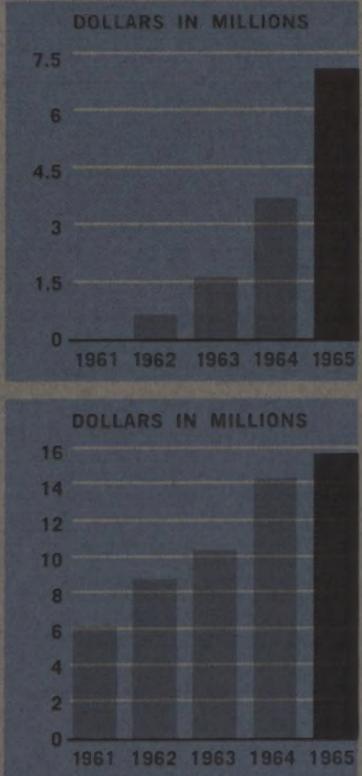
## net income



## net income per share



## shareholders' equity



## number of units at end of year

## real estate and other investments

1,500,000 a day. That is the equivalent of 75 tons per day, or 27,375 tons per year. Our first year of fish sales produced \$14 million in additional sales volume. Surprisingly enough, our fish sandwich sales are fairly evenly distributed during the week, and not just confined to Fridays.

We are still expanding our operation. A total of 81 new units were opened in 1965, bringing the total to 738 at the end of the year.

In addition to our continued growth, our 10th anniversary year was also marked by advances in areas other than finances. We further expanded our program of regionalization by opening, in addition to our already-functioning office in Los Angeles, regional offices in Boston, Massachusetts, to service the East; Atlanta, Georgia, to service the South; Columbus, Ohio, to service the Central East; and Chicago, Illinois to service the Midwest. The results of this organizational

change have already been reflected by better control of our franchised unit operations, our company-operated stores, and by improved activity in our real estate and construction departments. We are now able to meet competition on a local level with far better results.

Each regional office is headed by a regional manager. Each office maintains fully-staffed operations, construction, advertising and real estate departments, each reporting to the regional manager. The regional staffs are direct liaison between the home office and the field. We are now experiencing improved communications and greater efficiency in our overall operation.

Other events equally worth reviewing were our first public stock offering, our first national operators meeting and the hiring of a national advertising agency—and, incidentally, our first time as a national television sponsor.

Our national operators meeting

at Hollywood, Florida, brought together operators from every corner of the United States. It provided for them an opportunity to learn first hand new ways to strengthen their operation and to gain, each from the other, new ideas and concepts. Enthusiasm hit a new high and the specifics learned were taken home and implemented immediately.

Your company was a television co-sponsor of the Macy's Thanksgiving Day Parade. In the parade itself we had a McDonald's float and a marching band with uniforms designed for us with McDonald's logo prominently displayed on the back. The full effect was climaxed by McDonald's bass drum, the world's largest. It was impressive to say the least.

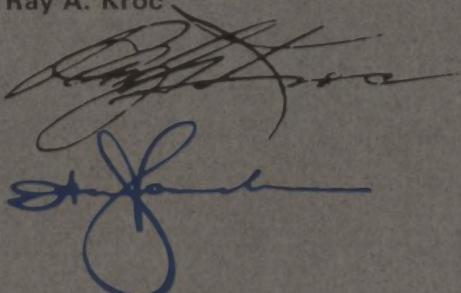
During the year we hired a national advertising agency to provide better radio, TV, and newspaper advertising material. The effect was almost instantaneous, and to date

the results have surpassed even our most enthusiastic expectations.

All in all, our 10th anniversary year was one worth celebrating.

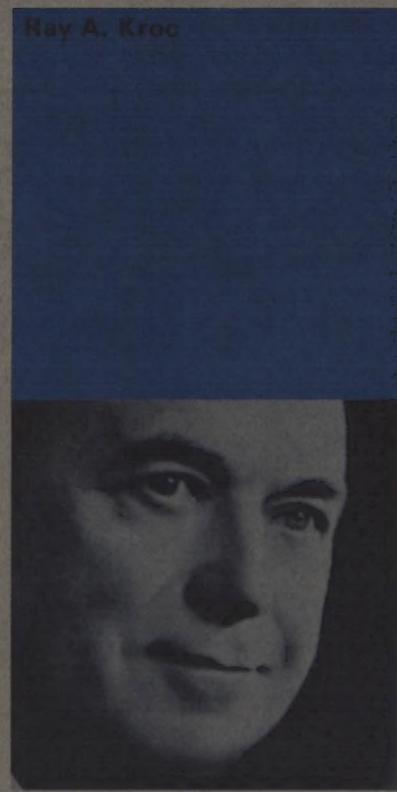
What of the future? For 1966 we expect a more accelerated expansion program. This will depend of course, on the continuation of our presently-expanding national economy. You can be assured that your company will continue to grow, and we believe that we all can look to the future of our company with confidence.

Ray A. Kroc

A handwritten signature in black ink, appearing to read "Ray A. Kroc". Below it is a blue ink signature, appearing to read "Harry J. Sonneborn".

8 Harry J. Sonneborn

Ray A. Kroc



Harry J. Sonneborn





## officers and directors

Ray A. Kroc	chairman of the board of directors and vice president
Harry J. Sonneborn	president, director
Richard J. Boylan	executive vice president, director
June Martino	secretary and treasurer, director
Norman D. Axelrad	vice president and general counsel
A. H. Crow	vice president, real estate department
James C. Schindler	vice president, engineering department
Fred L. Turner	vice president, operations department
Robert B. Ryan	comptroller
Lee P. Stack	director

McDonald's Corporation  
221 north LaSalle street  
Chicago, Illinois  
60601

# consolidated balance sheet

<b>assets</b>	December 31,	<b>1965</b>	<b>1964</b>
<b>Current assets:</b>			
Cash and certificates of deposit	\$ 3,269,474	\$ 2,754,095	
Notes receivable	276,423	258,990	
Accounts receivable	1,111,600	721,933	
Inventories, at cost, which is not in excess of market	338,107	323,862	
Prepaid expenses	530,433	538,450	
Land and construction costs recoverable under sale and leaseback agreements (Note 1)	5,705,039		
Total current assets	11,231,076	4,597,330	
<b>Other assets and deferred charges:</b>			
Security deposits on leased property (Note 4)	1,489,062	1,536,864	
Notes receivable due after one year	1,403,403	917,378	
Unamortized debt discount and expense	454,939	577,944	
Miscellaneous	253,559	121,470	
	3,600,963	3,153,656	
<b>Property, plant and equipment, at cost (Note 1):</b>			
Land	3,771,372	3,309,112	
Buildings and leasehold improvements	8,897,938	7,454,931	
Equipment and signs for units	5,263,472	4,613,710	
Furniture, fixtures and other equipment	1,010,719	899,084	
Less accumulated depreciation and amortization	18,943,501	16,276,837	
Net property, plant and equipment	15,981,492	14,207,217	
<b>Intangible assets:</b>			
Franchise and operating rights (Note 2)	2,462,624	2,708,969	
Other, at cost less accumulated amortization of \$52,156 in 1965 and \$36,725 in 1964	140,057	123,613	
	2,602,681	2,832,582	
	<b>\$33,416,212</b>	<b>\$24,790,785</b>	

# McDonald's Corporation and subsidiaries

## liabilities & shareholders' equity December 31,

	<b>1965</b>	<b>1964</b>
<b>Current liabilities:</b>		
Notes payable—bank	\$ 1,500,000	\$
Accounts payable and accrued liabilities	1,749,509	868,058
Federal income taxes	2,100,750	1,278,693
Long-term debt due within one year	2,426,111	2,208,788
Total current liabilities	<u>7,776,370</u>	<u>4,356,539</u>
<b>Long-term debt (Notes 1 and 3):</b>		
Mortgage notes and land purchase contracts payable	6,441,918	5,195,294
Notes payable: 7% promissory	1,044,534	1,144,534
Subordinated promissory	2,310,577	2,458,829
Equipment purchases	2,901,262	3,251,399
Less amounts due within one year	12,698,291	12,050,056
Total long-term debt	<u>10,272,180</u>	<u>9,841,268</u>
Deferred federal income taxes (Note 6)	327,188	204,066
Security deposits by lessees (Note 5)	7,885,780	6,637,354
<b>Commitments and contingent liabilities (Notes 1, 4, 7 and 8)</b>		
<b>Shareholders' equity:</b>		
Common stock, no par value—		
Authorized—3,500,000 shares		
Issued and outstanding—1,500,000 shares	166,800	166,800
Retained earnings (Note 3)	6,987,894	3,585,758
Total shareholders' equity	<u>7,154,694</u>	<u>3,752,558</u>
	<u>\$33,416,212</u>	<u>\$24,790,785</u>

# notes to consolidated financial statements

December 31, 1965

## 1. Sale and leaseback agreement

The Company has arrangements for the sale and leaseback financing of some new and existing McDonald's units. The leases require payment of rent equivalent to monthly amortization of cost, plus interest, generally over a fourteen year term. After five years, the Company has the option to purchase the property for the unamortized costs. At the conclusion of the lease, the title to the property reverts to the Company. The units sold and leased back under these arrangements prior to December 31, 1965 (\$1,872,691) are treated in the accompanying balance sheet as property, plant and equipment and the related rental obligations are included with mortgage debt. Through March 3, 1966, the Company had available lenders commitments to finance \$7,600,000 of additional property and building costs. Accumulated costs of land and buildings of \$5,705,039, which when completed in 1966 will be fi-

nanced by these commitments, are shown as current assets.

In addition, as of December 31, 1965, costs to complete other properties under construction approximated \$2,650,000.

## 2. Intangible assets

In 1961, the Company acquired rights under a 99 year franchise agreement and the underlying interest in the McDonald's System trademarks and tradenames, at a cost of \$2,700,000 plus expenses of \$8,969. Legal action was concluded in 1965 which upheld the Company's proprietary interest in the System in Illinois. A total of \$246,345 has been credited against the carrying value of franchise and operating rights, representing recovery under this suit and the proceeds from the sale during 1965 of certain exclusive foreign territorial licenses. No amortization is being provided for the balance of these costs as the Company feels there is no decrease in the value of the rights acquired.

## 3. Long-term debt

Mortgage notes and land purchase contracts relate to land and buildings purchased and/or constructed by the Company and its subsidiaries. These obligations are generally payable in monthly installments, with interest ranging from 5½% to 7%, and mature over various terms to fourteen years. At December 31, 1965, land and buildings with aggregate costs of \$10,468,000 were pledged as security for these obligations.

The 7% promissory notes are payable \$100,000 on November 1 of each of the years through 1974, with the balance payable November 1, 1975.

The subordinated promissory notes are due December 31, 1981, and under certain conditions may be extended to December 31, 1991. Payments of principal, interest and premium are based on gross receipts of all units (both Company and independently operated) according to

# **financial statements and notes**

**part 2**



# consolidated statement of income and retained earnings

	Years ended December 31,	<b>1965</b>	<b>1964</b>
	<b>Revenues:</b>		
Sales by Company operated units	\$21,802,056	\$15,712,501	
Rental income	8,981,805	6,982,490	
Initial location fees	276,516	193,000	
Service fees	3,132,430	2,329,372	
Initial license fees	394,681	247,000	
Other income - net	840,291	421,716	
	<u>35,427,779</u>	<u>25,886,079</u>	
	<b>Costs and expenses:</b>		
Company operated units - Cost of sales	9,041,622	6,574,539	
Rent	822,132	633,167	
Depreciation and amortization—buildings and equipment	613,408	490,422	
Other operating expenses	8,042,154	5,789,998	
Interest expense	81,801	70,089	
	<u>18,601,117</u>	<u>13,558,215</u>	
Expenses applicable to rental income - Rent	4,216,553	3,580,497	
Depreciation and amortization—buildings	287,705	250,540	
Interest expense	270,342	248,617	
	<u>4,774,600</u>	<u>4,079,654</u>	
General, administrative and selling expenses	5,199,760	4,068,567	
Other interest charges (principally on long-term debt)	885,166	714,007	
	<u>29,460,643</u>	<u>22,420,443</u>	
Income before federal income taxes	5,967,136	3,465,636	
Provision for federal income taxes (Note 6)	2,565,000	1,448,458	
Net income	3,402,136	2,017,178	
Retained earnings at beginning of year	3,585,758	1,568,580	
Retained earnings at end of year (Note 3)	<u>\$ 6,987,894</u>	<u>\$ 3,585,758</u>	

# report of certified public accountants

The Board of Directors  
and Shareholders  
McDonald's Corporation

book and financial statement purposes depreciation is provided on a straight line basis. In addition, the Company defers on the books and in its tax returns certain development program expenses (\$122,022 net of the applicable federal income taxes at December 31, 1965) relating to real estate and construction activities, whereas in the accompanying financial statements such expenditures have been charged against income in the year in which they were incurred. Provision has been made for deferred federal income taxes (\$123,122 in 1965) in recognition of these differences between income reported in the financial statements and taxable income reported in the federal income tax returns.

## 7. Employment contracts

The Company has long-term employment contracts with three of its officers, who are also major shareholders of the Company. In addition to stipulated annual sala-

ries, the agreements provide for bonuses to such officers, based on a formula applied to consolidated net income (as defined), and for certain payments to these officers (or their surviving spouses) on termination of active service with the Company.

## 8. Litigation

The Company is defendant in a suit which claims compensation for originating certain advertising and business concepts for the Company. In the opinion of the Company's General Counsel, the claim is without merit and will, in due course, be resolved in favor of the Company.

We have examined the accompanying consolidated balance sheet of McDonald's Corporation and subsidiaries at December 31, 1965 and the related consolidated statement of income and retained earnings for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the statements mentioned above present fairly the consolidated financial position of McDonald's Corporation and subsidiaries at December 31, 1965 and the consolidated results of their operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

*Arthur Young & Company*

Chicago, Illinois  
March 3, 1966

560 ground leases or improved leases covering McDonald's unit locations. Lease terms are generally for twenty years, and in many cases provide for renewal options. The aggregate minimum rental commitments over the remaining terms of such leases at December 31, 1965 were \$89,620,000 (exclusive of taxes, insurance and other expenses to be paid by lessee). Minimum annual rentals payable under these leases during the five years 1966 through 1970 approximate \$5,194,000.

Security deposits made by the Company and its subsidiaries under improved leases for unit locations are generally refundable at the end of the tenth year of the lease. Such deposits at December 31, 1965 were refundable as follows:

1966	\$ 59,193
1967	51,224
1968	129,167
1969	229,088
1970	352,810
1971	283,155
1972	208,925
1973	32,000
Subsequent years	143,500
	<u>\$1,489,062</u>

The Company and its subsidiaries also lease certain office space under leases expiring on various dates through 1969. Annual rentals amount to \$208,800. Aggregate commitments over the remaining terms of such leases at December 31, 1965 were \$771,212.

#### 5. Rents receivable and deposits by lessees

The leased properties for units referred to in the preceding Note, as well as certain real estate owned by the Company, have been subleased or leased to unit operators, including subsidiaries of the Company. Sublease terms are generally for the same periods of time as the terms of the underlying leases. The aggregate minimum rentals receivable under the remaining terms of such subleases or leases at December 31, 1965 were \$129,808,000 (exclusive of taxes, insurance and other expense to be paid by unit operators). Minimum annual rentals receivable from unit operators dur-

ing the five years 1966 through 1970 range from \$7,762,000 to \$7,779,000. Substantially all of the subleases or leases with unit operators provide for percentage rental payments based on sales. For the year 1965, the percentage rental income amounted to \$1,867,000.

Lease security deposits received from the unit operators (sublessees or lessees) are generally refundable 50% at the end of the fifteenth year and the balance at the termination of the lease. As of December 31, 1965, deposit refunds which will become due for all years through 1974 total \$662,900. Refunds due for the individual years 1975 through 1985 range from \$519,200 to \$1,101,600.

#### 6. Federal income taxes

The Company and its subsidiaries follow the practice of filing separate federal income tax returns.

Depreciation of buildings is provided for tax purposes on a declining balance method whereas for

certain formulas set forth in the note agreements, which formulas vary during three payment periods. Each quarter during the first two payment periods, a determination is made of 5% of gross receipts, of which 4% is payable currently to the noteholders and the remaining 1%, "deferred portion," becomes a fixed liability and is payable as explained below. The first period is the time which would be required to pay the \$2,700,000 with interest at 6% per annum if the entire 5% of gross receipts were applied as debt reduction. The second period is equal in time to the first period. The third period is the time required to pay the deferred portion at the rate of .4% of gross receipts after first liquidating the balance, if any, of unpaid principal. In any event, the balance of the principal and the deferred portion must be paid by December 31, 1991.

Payments made to the noteholders during the first period are allocable

equally between principal and interest. Payments during the second period will be allocable to principal on the basis of the greater of 2% of gross receipts each quarter, or the unpaid principal at the beginning of the second period divided by the number of quarterly payments to occur during the second period. In 1965, \$683,466 was accrued and subsequently paid to the noteholders. Of this amount \$341,733 was allocated to interest and \$341,733 was allocated to principal.

Notes payable for equipment purchases relate principally to equipment and signs at Company operated units. These notes are generally due in monthly installments and have maturities ranging up to five years, with interest at 4 1/2% to 5%. At December 31, 1965, equipment and signs with aggregate cost of \$4,094,097 were pledged as security for the equipment purchase notes.

Aggregate maturities of long-

term debt for the five years ending December 31, 1970 are as follows: 1966—\$2,426,111; 1967—\$2,136,063; 1968—\$1,862,926; 1969—\$1,480,247 and 1970—\$1,046,990.

The above maturities include expected principal payments on the subordinated promissory notes based on estimated gross receipts for 1966.

The 7% promissory notes and the subordinated promissory notes payable contain certain provisions restricting payments of cash dividends and the purchase or redemption of capital stock to aggregate amounts not in excess of 50% of consolidated net income accumulated since January 1, 1961. At December 31, 1965, \$3,526,223 of consolidated retained earnings was not restricted by these provisions.

#### 4. Lease commitments and lease deposits

At December 31, 1965, the Company and/or certain of its subsidiaries were lessees under approximately

## ALABAMA

Birmingham 1337 Bessemer Hwy.  
 Birmingham 9004 Gadsden Rd.  
 Decatur 1208 6th Ave., S.E.  
 Ensley 3518 Avenue "E"  
 Florence 1214 Florence Blvd.  
 Huntsville 2704 Memorial Pkwy.  
 Mobile 600 Wilson Ave.  
 Mobile 2692 Government Blvd.  
 Mobile 3119 Moffat Rd.  
 Muscle Shoals 1503 Woodward Ave.  
 Tuscaloosa 715-17th St.

## ARIZONA

Tucson 5351 E. Speedway Ave.

## ARKANSAS

Little Rock 3208 University Ave.  
 North Little Rock

3217 John F. Kennedy Blvd.

Pine Bluff 1300 Main St.

## CALIFORNIA

Anaheim 2411 W. Ball Rd.

Anaheim 119 W. Ball Rd.

Arcadia 143 E. Foothill Blvd.

Azusa 563 E. Foothill Blvd.

Azusa 843 W. Arrow Hwy.

Bakersfield 2111 Columbus St.

Bakersfield 3920 Niles St.

Bakersfield 250 Oak St.

Belmont 522 El Camino Real

Berkeley 1198 San Pablo Ave.

Burbank 1127 N. San Fernando Rd.

Burbank 1701 W. Olive Ave.

Buena Park 5900 Beach Blvd.

Canoga Park 20834 Sherman Way

Compton 1117 S. Long Beach Blvd.

Costa Mesa 635 W. 19th St.

Costa Mesa 3141 Harbor Blvd.

Downey 12256 Paramount Blvd.

El Monte 11612 E. Valley Blvd.

Escondido 1146 Valley Blvd.

Fresno 3115 Blackstone

Fresno 481 E. Shaw Ave.

Fresno 4305 E. Ventura Ave.

Fullerton 1341 Brookhurst

Garden Grove 12542 Harbor Blvd.

Garden Grove 9852 Westminster Ave.

Gardena 1747 W. El Segundo Blvd.

Granada Hills 10350 Reseda Blvd.

Hayward 26051 Calaroga Ave.

La Habra 801 E. Whittier Blvd.

Lakewood 4122 Paramount Blvd.

La Puente 1830 N. Hacienda Blvd.

Lomita 1728 W. Lomita Blvd.

Long Beach 4315 E. Anaheim

Long Beach 3300 E. Artesia Blvd.

Long Beach 1400 Atlantic Ave.

Los Angeles 6904 La Tijera

Lynwood 11833 S. Atlantic Blvd.

Manhattan Beach 1203 Gould Blvd.

Modesto 2118 McHenry Blvd.

Montebello 2020 W. Beverly Blvd.

North Hollywood 12919 Victory Blvd.

Norwalk 11053 E. Rosecrans Ave.

Ontario 832 N. Mountain Ave.

Orange 606 N. Tustin

Orange 1839 W. Chapman

Oxnard 3120 Saviers Rd.

Pacoima 14024 Osborne St.

Paramount 8522 E. Rosecrans

## PASADENA

Pasadena 799 North Lake Ave.  
 Pico Rivera 9309 Slauson  
 Pico Rivera 5641 S. Rosemead  
 Pomona 2200 N. Garey St.  
 Pomona 660 Indian Hill Rd.  
 Rancho Cordero 10150 Coloma Rd.  
 Redwood City 385 Lathrop  
 Reseda 18761 Sherman Way  
 Rosemead 8310 Valley Blvd.  
 Sacramento 2312 Arden Way  
 Sacramento 2985 Freeport Blvd.  
 Sacramento 5008 Auburn Blvd.  
 Sacramento 4121 Marconi  
 Sacramento 2980 Florin Rd.  
 Sacramento 5525 Folsom Rd.  
 Salinas 840 E. Alisal  
 San Bernardino 1531 N. "E" St.  
 San Bernardino 1996 Del Rosa Ave.  
 San Jose 2825 Meridian Ave.  
 San Jose 90 E. San Carlos  
 San Jose 1435 S. Winchester Blvd.  
 San Jose 1365 Blossom Hill Rd.  
 San Jose 1730 Story Rd.  
 San Jose 1150 S. Highway No. 9  
 San Lorenzo 18700 Hesperian Blvd.  
 San Pablo 1448 San Pablo Ave.  
 San Pedro 303 South Gaffey St.  
 Santa Ana 3638 W. First St.  
 Santa Ana 1526 W. Edinger St.  
 Santa Clara 1925 El Camino Real  
 Santa Monica 2902 W. Pico Blvd.  
 Sepulveda 16908 Parthenia St.  
 Southgate 3309 Tweedy Blvd.  
 South San Francisco  
 Stanton 435 El Camino Real  
 Stanton 8461 Katella  
 Stockton 4515 Pacific Ave.  
 Sunnyvale 1169 El Camino Real  
 Temple City 9831 E. Las Tunas Dr.  
 Torrance 17305 Crenshaw Blvd.  
 Torrance 1452 W. Carson St.  
 Torrance 5019 Torrance Blvd.  
 Vallejo 3289 Sonoma Blvd.  
 Van Nuys 7045 Van Nuys Blvd.  
 Venice 2457 Lincoln Blvd.  
 Ventura 5980 Telegraph Road  
 Westminster 7112 Westminster Ave.  
 Whittier 15720 Leffingwell Rd.  
 Wilmington 230 E. Pacific Coast Hwy.

## COLORADO

Arvada 9978 Ralston Rd.  
 Aurora 11025 E. Colfax  
 Boulder 1958-28th St.  
 Colorado Springs 1703 S. 8th St.  
 Colorado Springs 207 N. Wahsatch  
 Denver 1100 S. Colorado Blvd.  
 Denver 3050 W. Jewell Ave.  
 Denver 2120 W. Alameda  
 Denver 505 E. Colfax  
 Denver 10925 Colfax, West  
 Denver 599 W. 104th Ave.  
 Denver 2655 California  
 Denver 4215 W. Colfax  
 Denver 4900 E. 35th St.  
 Englewood 540 W. Hamden  
 Ft. Collins 2501 S. College Ave.  
 Grand Junction 2555 North Ave.  
 Greeley 2440-8th Ave.  
 Lakewood 825 Wadsworth

## LITTLETON

Littleton 5990 South Broadway  
 Pueblo 3416 W. Northern St.  
 Pueblo 800 W. 6th St.  
 Westminster 7300 Federal St.  
 Wheat Ridge 3890 Wadsworth Blvd.

## CONNECTICUT

Bridgeport 4219 Main St.  
 Bristol 646 Farmington Ave.  
 Enfield Enfield St.-Rt. 5  
 Greenwich 208 W. Putman Ave.  
 Hamden 2390 Dixwell Ave.  
 Manchester 46 W. Center St.  
 Meriden 783 E. Main St.  
 Middletown 914 Washington St.  
 Milford 439 Bridgeport  
 New Britain 963 W. Main St.  
 Newington 2375 Berlin Turnpike  
 Orange 57 Boston Post Rd.  
 Southington 675 Queen St.  
 Waterbury

Thomaston Ave. & Colonial Plaza

Windsor 330 Windsor Rd.

## DELAWARE

Newark 374 E. Main St.

## WILMINGTON

3924 Robert Kirkwood Hwy.

Wilmington 101 New Rd.

## DISTRICT OF COLUMBIA

Washington 4950 South Dakota Ave., N.E.

## WASHINGTON

1164 Bladensburg Rd., N.E.

Washington 75 New York Ave., N.E.

## WASHINGTON

1229 New York Ave., N.W.

Washington 5948 Georgia Ave., N.W.

## WASHINGTON

1603 Good Hope Rd., S.E.

## FLORIDA

Bradenton 4711-14th St., W.

Clearwater 1860 Gulf-To-Bay Blvd.

## COCOA

938 Dixon Blvd.

Daytona Beach 2777 N. Atlantic Ave.

Ft. Lauderdale 3120 W. Broward Blvd.

Fort Meyers 3645 Cleveland Ave.

Fort Pierce 1612 Delaware Ave.

## FT. WALTON BEACH

Eglin Parkway & Washington Ave.

Hialeah 1101 W. 49th St.

Holly Hill 151 Ridgewood Ave.

Jacksonville 6552 Beach Blvd.

Jacksonville 6610 N. Main St.

Jacksonville 6546 Normandy Blvd.

Lakeland 715 E. Memorial Blvd.

Lakeland 2735 S. Florida Ave.

Lake Worth 2315 N. Dixie

Largo 219 N. Missouri Ave.

Melbourne 1521 Hibiscus Blvd.

## MERRITT ISLAND

No. Courtney Pike & Georgia St.

Miami 3145 N.W. 7th St.

Miami 8349 S.W. 40th St.

## MAMI

N.W. 27th Ave. & N.W. 108th St.

Miami 3525 N.W. 79th St.

## North Miami

167th St. & Second Ave.

## North Miami Beach

13750 Biscayne Blvd.

## OAKLAND PARK

1352 Commercial Blvd.  
 Ocala 2015 S. Pine St.; U.S. 441  
 Orlando 4801 E. Colonial Dr.  
 Orlando 2501 W. Colonial Dr.  
 Panama City 717 W. Harrison  
 Pensacola 3107 N. Pace Blvd.  
 Pensacola 1107 Navy Blvd.  
 Pinellas Park 5170 Park Blvd.  
 Riviera Beach 3551 N. Broadway  
 St. Petersburg 260-34th St., N.  
 St. Petersburg 1018-62nd Ave., N.  
 Sarasota 1707 S. Tamiami Trail  
 South Miami 6150 S. Dixie Hwy.  
 South Pasadena  
 1200 S. Pasadena Ave.  
 Tallahassee 1701 W. Tennessee St.  
 Tampa 3515 S. Dale Mabry Blvd.  
 Tampa 8214 Florida Ave.  
 Tampa 3411 E. Temple Terrace Hwy.  
 Tampa 4009 N. Armenia  
 Winter Haven 6th St. & Ave. "D"

## GEORGIA

Athens 1124 Prince Ave.

Atlanta 1826 Stewart Ave., S.W.

Atlanta 1411 Venetian Dr., S.W.

Atlanta 4362 Roswell Rd., N.E.

Atlanta 550 McDonough Blvd.

Augusta 1464 Walton Way

Augusta 2510 Peach Orchard Rd.

Columbus 3315 Macon Rd.

Columbus 3613 Victory Dr.

Decatur 1917 Candler Rd.

Decatur 2181 N. Decatur Rd.

Decatur 4034 Glenwood Rd.

Doraville 5220 Buford Hwy.

East Point 3183 Main St.

Hapeville 557 Central Ave.

Macon 1450 Rocky Creek Rd.

Marietta 479 S. Four Lane Hwy.

Rome 1504 Turner-McCall Blvd.

Sandy Springs 6049 Roswell Rd.

## IDAHO

Boise 510 N. Orchard

## ILLINOIS

Aurora 1023 N. Lake St.

Belleville 4222 W. Main St.

Berwyn 6300 W. Ogden Ave.

Blue Island 11920 S. Western Ave.

Bradley 327 S. Kinzie Ave., R.R. 54

Bridgeview 7170 W. 8th St.

Calumet City 656 Schrum Rd.

Carbondale Murdale Shopping Cen.

Carpentersville R. 25 & Ravine Blvd.

Chicago 4320 N. Cicero Ave.

Chicago 4830 S. Cicero Ave.

Chicago 11667 S. Halsted St.

Chicago 5733 S. Kedzie Ave.

Chicago 10320 S. Kedzie Ave.

Chicago 635 E. Pershing Rd.

Chicago 3241 W. Peterson Ave.

Chicago 6560 S. Stony Island Ave.

Chicago 7060 S. Vincennes Ave.

Chicago 25 E. 35th St.

Chicago 2425 E. 79th St.

Chicago 2048 W. 79th St.

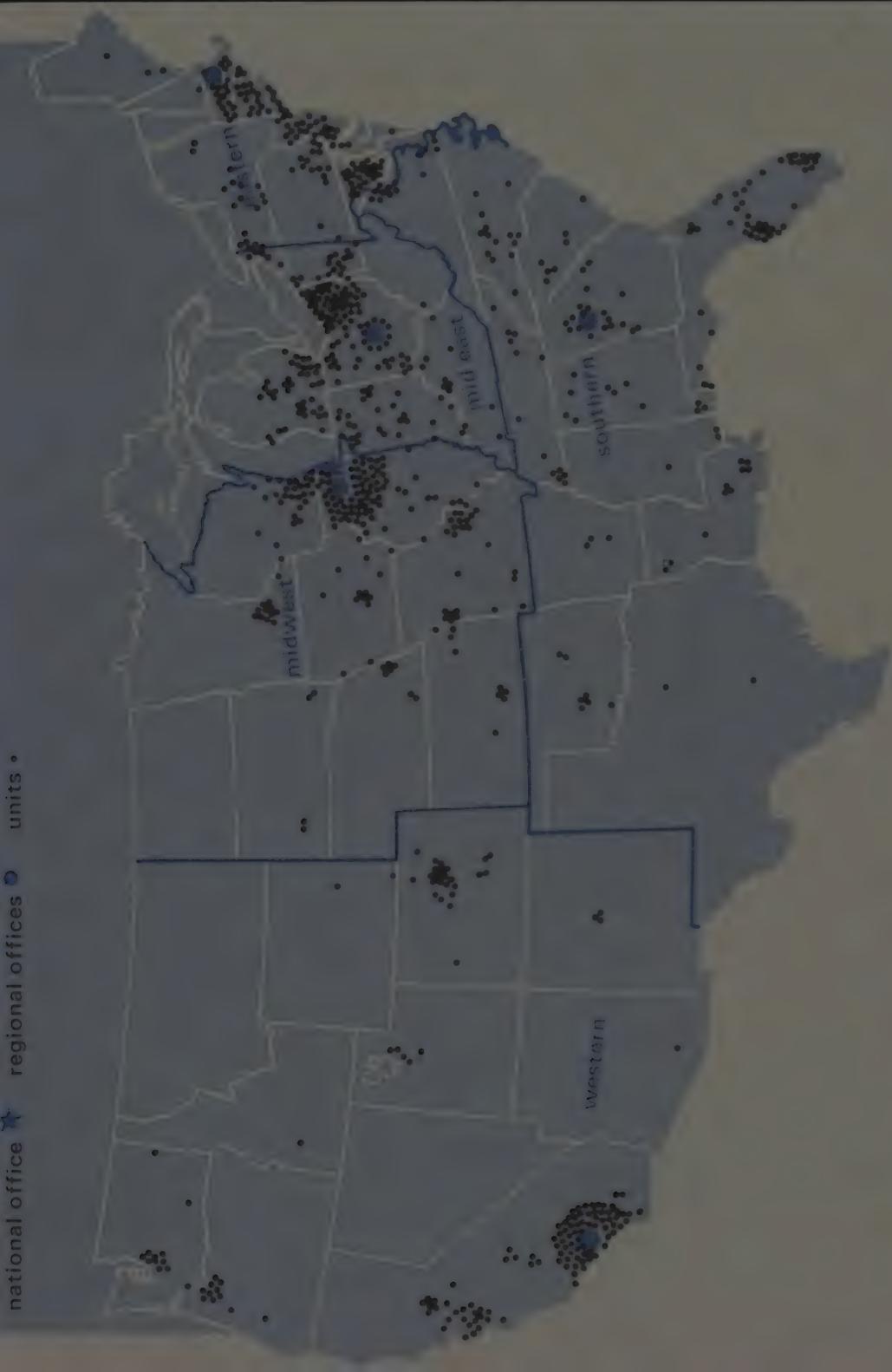
Chicago 550 E. 103rd St.

Chicago 3853-59 W. Lawrence Ave.

**directory of  
regional offices &  
unit locations**

**part 3**





#### **NEW HAMPSHIRE**

**Manchester** 196 S. Willow St.

#### **NEW JERSEY**

**Avenel** 1256 St. George Ave.

**Cherry Hill** 801 Route 38

**East Brunswick** 730 Route 18

**Edgewater Park**

Rural Delivery, Beverly, N.J.

**Edison** 1966 Highway 27

**Fair Lawn** 37-01 Broadway

**Magnolia** 402 S. White Horse Pike

**Middlesex** 716 Bound Brook Rd.

**Middletown** 925 Highway 35

**Mount Ephraim** 259 Black Horse Pk.

**Neptune** Route 35 & Milton Ave.

**Perth Amboy**

637 New Brunswick Ave.

**Pleasantville** 750 Black Horse Pike

**Rahway** Rt. No. 1 & Lawrence Ave.

**River Edge** 11118 Main Ave.

**Trenton** 1885 N. Olden Ave.

**Trenton** 2603 S. Broad St.

**Union** Rt. 22 at N. Michigan Ave.

**Vineland** 58 N. Delsea Dr.

**Woodbury Heights**

201 S. Evergreen Ave.

#### **NEW MEXICO**

**Albuquerque**

5900 Menual Blvd., N.E.

**Albuquerque**

925 San Pedro Blvd., N.E.

**Albuquerque** 5324-4th St., N.W.

#### **NEW YORK**

**Albany** 60 N. Broadway

**Amherst** 3424 Sheridan Dr.

**Binghamton** W. State at N. Way St.

**Buffalo** 1385 Niagara Falls Blvd.

**Buffalo** 666 Fillmore

**Buffalo** 1338 Main St.

**Buffalo** 860 Hertel Ave.

**Centereach, L.I.**

1665 Middle Country Rd.

**Cheektowaga** 3815 Union Rd.

**De Pew** 5202 Transit Rd.

**East Northport** 1999 Jericho Trnpk.

**Islip, L.I.** 107 Main St.

**Ithaca** 364 Elmira Rd.

**Jamestown** 957 Fairmount Ave.

**Lackawanna** 1105 Ridge Rd.

**Latham** 753 New Loudon Rd.

**Levittown, L.I.**

3839 Hempstead Turnpike

**Lindenhurst** 334 E. Montauk Hwy.

**Mamaroneck**

1205 Old Boston Post Rd.

**Merrick, L.I.** 1813 Merrick Rd.

**New Hartford** 57 Seneca Trunpike

**Niagara Falls** 8420 Pine Ave.

**North Tonawanda** 333 Meadow Dr.

**Ocean Side** 31-35 Atlantic Ave.

**Plainview**

45 Old Country Rd. & Sylvia Lane

**Queensbury** Rt. 9 & Aviation Rd.

**Rome** 1707 Black River Blvd.

**Syracuse** 3207 Erie Blvd.

**Vestal** 3761 Vestal Pkwy., E.

**Westbury** 35 Old Country Rd.

**West Seneca** 1154 Union Rd.

**Yorkville** 419 Oriskany Blvd.

**Chicago** 6070 W. Archer Ave.  
**Chicago** 7601 S. Vincennes  
**Chicago** 5220 W. Madison  
**Chicago Heights** 1505 Western Ave.  
**Crystal Lake** 130 S. Virginia St.  
**Danville** 109 S. Gilbert  
**Decatur** 2735 N. Oakland  
**Dearfield** 40 S. Waukegan Rd.  
**De Kalb** 805 W. Lincoln Hwy.  
**Des Plaines** 400 N. Lee St.  
**Delton** 226 W. Sibley Blvd.  
**Downers Grove** 225 Ogden Ave.  
**East Peoria** 406 Junction Ave.  
**East St. Louis** 809 St. Louis Ave.  
**Elgin** 481 Gifford  
**Elk Grove** 1912 E. Higgins Rd.  
**Evanston** 1117 Howard St.  
**Forest Park** 420 Des Plaines Ave.  
**Freeport** 1300 W. Galena  
**Galesburg** 1072 N. Henderson  
**Glen Ellyn** 445 W. Roosevelt Rd.  
**Glenview** 530 Waukegan Rd.  
**Harwood Heights**  
5022 N. Harlem Ave.  
**Joliet** 1515 W. Jefferson  
**La Grange** 9941 W. 55th St.  
**Libertyville** 1330 N. Milwaukee Ave.  
**Markham** 3010 W. 159th St.  
**Moline** 3433—23rd Ave.  
**Mt. Prospect** 100 W. Rand Rd.  
**Niles** 7937 N. Milwaukee Ave.  
**Normal** 804 S. Main St.  
**North Chicago** 2211 Dugdale Rd.  
**Northlake** 1 East North Ave.  
**Oaklawn** 9128 S. Cicero Ave.  
**Oak Park** 111 W. Madison St.  
**Palatine** 1592-E. Northwest Hwy.  
**Pearl City** 3600 N. University  
**Quincy** 3201 E. Broadway  
**Rockford** 3137 N. Main St.  
**Rockford** 2715 Charles St.  
**Rock Island** 2409—11th St.  
**St. Charles** 1915 W. Main St.  
**Skokie** 4830 Dempster Rd.  
**Springfield** 2849 S. 6th St.  
**Springfield** 1825 S. MacArthur Blvd.  
**Urbana** 304 E. University  
**Villa Park** 360 E. St. Charles Rd.  
**Waukegan** 1310 N. Lewis Ave.  
**West Peoria** 627 N. Western  
**Wheeling** 188 E. Dundee Rd.  
**INDIANA**  
**Anderson** 1324 Jackson  
**Bloomington** 2300 N. Walnut  
**Clarksville** 1420 Eastern Blvd.  
**Elkhart** 130 N. Main St.  
**Evansville** 2500 S. Kentucky  
**Evansville** 2010 Highway 41, N.  
**Ft. Wayne** U.S. 30, East  
**Ft. Wayne** 335 E. California Rd.  
**Ft. Wayne** 206 W. Jefferson  
**Ft. Wayne** 4850 S. Calhoun  
**Gary** 5377 Broadway  
**Gary** 720 W. 5th Ave.  
**Gary** 6021—23 Melton Rd.  
**Hammond** 7443 Indianapolis Blvd.  
**Indianapolis** 5265 E. 38th St.  
**Indianapolis** 3920 S. Shelby St.  
**Indianapolis** 3745 N. Post Rd.

**Jeffersonville** 1522 E. 10th St.  
**Kokomo** 3035-S. La Fontaine  
**Kokomo** 300 E. Sycamore  
**Marion** 1225 N. Baldwin Ave.  
**Michigan City** 3507 S. Franklin  
**Mishawaka** 2620 Lincolnway, West  
**Munice** 500 E. St. Charles St.  
**South Bend** 402 N. Michigan St.  
**South Bend** 2001 S. Michigan St.  
**Terre Haute** 248 S. 7th St.  
**West La Fayette** 212 Brown St. Levee  
**IOWA**  
**Burlington** 1725 Roosevelt Rd.  
**Council Bluffs** 2629 W. Broadway  
**Davenport** 3303 Brady St.  
**Des Moines** 4814 S.W. 9th St.  
**Des Moines** 2540 Hubbell Blvd.  
**Des Moines** 6125 Grand Ave.  
**Des Moines** 3817 E. 14th St.  
**Des Moines** 3610 Merle Hay Rd.  
**Des Moines** 3116 Forest Ave.  
**Iowa City**.  
817 S. Riverside Dr., Hwy. 218  
**Mason City** 1809 S. Federal Ave.  
**Ottumwa** 820 W. 2nd St.  
**Sioux City** 3093 Hamilton Blvd.  
**Waterloo**  
1401 Headford, Hwy. 218 North  
**KANSAS**  
**Hutchinson** 20 E. 4th Ave.  
**Kansas City** 901 Minnesota Ave.  
**Overland Park** 7716 Metcalf  
**Topeka** 3117 S. Topeka Ave.  
**Wichita** 1630 S. Hillside  
**Wichita** 2615 W. 13th St.  
**Wichita** 2418 S. Seneca Ave.  
**Wichita** 1050 N. Broadway  
**KENTUCKY**  
**Ashland** 2550 Winchester Ave.  
**Bowling Green** 1423 Laurel St.  
**Erlanger** 3050 Dixie Hwy.  
**Hopkinsville** 2604 Ft. Campbell Blvd.  
**Lexington** 771 New Circle Rd.  
**Louisville** 3014 Hunsinger Lane  
**Louisville** 5600 Preston Hwy.  
**Louisville** 3340 Taylor Blvd.  
**Newport** 1930 Alexandria Pike  
**Pleasure Ridge Park** 8600 Dixie Hwy.  
**LOUISIANA**  
**Alexandria** 1100 N. Mac Arthur Dr.  
**Algiers**  
General Meyers Ave. & Kabel Dr.  
**Baton Rouge** 6004 Plank Rd.  
**Baton Rouge** 268 W. State St.  
**Baton Rouge** 5224 Florida Blvd.  
**Gretna** 239 W. Bank Expressway  
**Kenner** 2145 Veterans Hwy.  
**Metairie** 5015 Airline Hwy.  
**Shreveport**  
1302 Shreveport-Barksdale Hwy.  
**Shreveport** 3000 W. 70th St.  
**MAINE**  
**Bangor** 632 Broadway  
**Lewiston** Castle St. & Lisbon St.  
**Portland** 332 St. John St.  
**MARYLAND**  
**Annapolis** 1941 West St.  
**Baltimore** 7734 Wise Ave.  
**Beltsville** 10531 Baltimore Blvd.

**Coral Hills** 5211 Marlboro Pike  
**Forest Heights** 5501 Livingston Rd.  
**Glen Burnie**  
7010 Ritchie Hwy., N.W.  
**Hyattsville** 2306 University Blvd., E.  
**Hyattsville** 6301 New Hampshire Ave.  
**Lanham** 6301 Annapolis Rd.  
**Laurel** 833 W. Washington Blvd.  
**Odenton** Rt. 175 & 5th St.  
**Riverdale** 6100 Baltimore Ave.  
**Riverdale** 5600 Riverdale Rd.  
**Rockville** 1310 Rockville Pike  
**Seat Pleasant**  
7131 George Palmer Hwy.  
**Severna Park**  
No. 2 Baltimore-Annapolis Hwy.  
**Silver Springs** 12312 Georgia Ave.  
**Suitland** 4615 Allentown Rd.  
**Towson** 1619 E. Joppa Rd.  
**MASSACHUSETTS**  
**Andover** 195 N. Main St.  
**Beverly** 19 Cabot St.  
**Brockton** 908 N. Montebello St.  
**Chicopee** 1460 Memorial Dr.  
**Dorchester** 515 Gallivan Blvd.  
**Fall River** 44 Wm. S. Canning Blvd.  
**Fitchburg** 334 John Fitch Hwy.  
**Lowell** 797 Rogers St.  
**Natick** 230 Worcester Rd.  
**North Weymouth** 191 Bridge St.  
**Pittsfield** 6 Cheshire Rd.  
**Reading** 413 Main St.  
**Revere** 126 Squire Rd.  
**Springfield** 809 Boston Post Rd.  
**Steaghton** 418 N. Washington St.  
**West Roxbury**  
718-28 American Legion Hwy.  
**West Roxbury** 1650 VFW Parkway  
**West Springfield** 352 Riverdale  
**Worcester** 995 Main St.  
**MICHIGAN**  
**Ann Arbor** 2000 W. Stadium Blvd.  
**Battle Creek** 812 W. Columbia  
**Bay City** 918 N. Euclid  
**Bay City** 2910 Center Ave.  
**Benton Harbor** 1681 Highway M-139  
**Dearborn** 13300 Ford Rd.  
**Dearborn Heights**  
25660 Michigan Ave.  
**Detroit** 26930 Plymouth Rd.  
**Detroit** 18430 Grand River Rd.  
**East Lansing**  
1024 E. Grand River Blvd.  
**East Lansing**  
234 W. Grand River Blvd.  
**Flint** G-3391 S. Saginaw St.  
**Flint** 3212 Cho Rd.  
**Flint** G-5390 N. Saginaw  
**Flint** 3719 Davison Rd., E.  
**Garden City** 2205 Middle Belt Rd.  
**Grand Rapids** 1221—28th St., S.W.  
**Grand Rapids**  
3514 Plainfield Rd., N.E.  
**Jackson** 407 W. Prospect  
**Jackson** 910 N. West St.  
**Kalamazoo** 5112 S. Westnedge Ave.  
**Kalamazoo** 2026 W. Main St.  
**Lansing** 2120 N. Larch  
**Lansing** 4700 S. Cedar St.

**Lansing** 4015 W. Saginaw  
**Lincoln Park** 2106 Dix Hwy.  
**Madison Heights** 28220 John R.  
**Midland** 1711 S. Saginaw St.  
**Mt. Clemens** 1129 S. Gratiot  
**Muskegon** 1831 Sherman Blvd., W.  
**Muskegon** 1491 Apple Ave.  
**Pontiac** 810 N. Perry St.  
**Port Huron** 1125—24th St.  
**Roseville** 27901 Gratiot Ave.  
**Saginaw** 5008 State St.  
**Saginaw** 3700 E. Genesee  
**Saginaw** 2745 Bay Rd.  
**St. Clair Shores** 31255 Harper Ave.  
**Southgate** 14845 Eureka Rd.  
**Warren** 27480 Van Dyke  
**MINNESOTA**  
**Crystal** 5400 W. Broadway  
**Golden Valley** 720 N. Winnetka  
**Minneapolis** 6320 W. Lake St.  
**Minneapolis** 4605 Central Ave., N.E.  
**Minneapolis** 8040 Nicollet Ave.  
**Minneapolis** 407—15th Ave., S.E.  
**St. Paul** 2075 Snelling Ave., N.  
**St. Paul** 1165 Prosperity  
**St. Paul** 551 Jefferson St.  
**West St. Paul** 1273 S. Roberts Rd.  
**White Bear Lake**  
2070 E. County Rd. E.  
**Winona** 1620 Service Dr.  
**MISSISSIPPI**  
**Biloxi** 2606 Pass Christian Rd.  
**Gulfport** 2014 Pass Rd.  
**Jackson** 1801 Highway No. 80, W.  
**MISSOURI**  
**Bel-Ridge** 8624 Natural Bridge Rd.  
**Berkeley** 8320 Airport Rd.  
**Breckenridge Hills**  
9783 A St. Charles Rock Rd.  
**Brentwood** 8100 Manchester Rd.  
**Columbia** 205 Highway 70  
**Crestwood** 9915 Watson Rd.  
**Ferguson** 9000 W. Florissant  
**Grandview** 12407 Blue Ridge Ext.  
**Hazelwood** 7224 N. Lindbergh Blvd.  
**Independence** 10302 Highway 40  
**Jefferson City** 1407 W. Dunklin  
**Jennings** 9416 U.S. 67, North  
**Joplin** 2701 S. Main St.  
**Kansas City** 3115 Raytown Rd.  
**Kansas City** 8020 S. Highway 71  
**Kansas City** 4900 Swope Parkway  
**Kansas City** 4002 N. Oak St.  
**Pagedale** 7227 Page  
**St. Joseph** 601 N. Bell Hwy. 71  
**St. Louis** 10910 New Hills Ferry Rd.  
**St. Louis** 7241 Gravois Ave.  
**Springfield** 501 W. Sunshine  
**Springfield** 1122 W. Kearney  
**Sugar Creek** 11700 Highway 24  
**University City** 8127 Olive Street Rd.  
**NEBRASKA**  
**Lincoln** 5305 E. "O" St.  
**Lincoln** 865 N. 27th Street  
**Omaha** 8022 W. Dodge Hwy.  
**Omaha** 4804 Ames St.  
**Omaha** 2404 Cuming St.  
**Omaha** 4420 S. 24th St.  
**Omaha** 4005 S. 42nd St.

**NORTH CAROLINA**

Asheville 51 Tunnel Rd.  
Burlington 1344 N. Church St.  
**Charlotte**  
3300 N. Independence Blvd.  
Charlotte 2402 South Blvd.  
Charlotte 2745 Freedom Dr.  
Durham Roxboro & Avondale  
Fayetteville 1342 Bragg Blvd.  
Gastonia 1500 E. Franklin Ave.  
Greensboro 1101 Summit Ave.  
Greensboro 2807 High Point Rd.  
Greensboro 1502 Northwood  
High Point 1901 N. Main St.  
Winston-Salem 2900 Reynolda Rd.  
**Winston-Salem**  
507 Corporation Pkwy.

**OHIO**

Akron 2021 E. Market St.  
Akron 1720 W. Exchange  
Akron 1360 East Ave.  
Akron 946 E. Waterloo Rd.  
Akron 409 E. Exchange  
Ashtabula 2403 W. Prospect  
Austintown 5060 Mahoning Rd.  
Barberton 1195 Wooster Rd., W.  
Boardman 15 Boardman-Canfield Rd.  
Brook Park 14841 Snow Rd.  
Canton 4629 N. Cleveland Ave.  
Canton 4757 Lincoln Way, East  
Canton 3048 Mahoning Rd.  
Canton 902 Cherry Ave., N.E.  
Cincinnati N. Bend Rd. & W. Fork Rd.  
Cincinnati 7916 Montgomery Rd.  
Cincinnati 6291 Glenway Ave.  
Cleveland 16910 Lake Shore Blvd.  
Cleveland 8230 Euclid Ave.  
Cleveland 13830 Triskett Rd.  
Cleveland 5616 Memphis  
Cleveland 18126 Euclid Ave.  
Cleveland 9101 Kinsman Ave.  
Cleveland 14235 Kinsman Ave.  
Cleveland 10411 St. Clair Ave.  
Cleveland 988 E. 152nd St.  
Columbus 95 S. Hamilton Rd.  
Columbus 3500 E. Broad St.  
Columbus 3643 S. High St.  
Columbus 2815 Winchester Pike  
Columbus 3605 W. Broad St.  
Columbus 5205 N. High St.  
Columbus 3411 Cleveland Ave.  
Columbus 2823 Olentangy River Rd.  
Columbus 2055 Cleveland Ave.  
Columbus 1972 N. High St.  
**Cuyahoga Falls** 1787 State Rd.  
Dayton 4501 Linden Ave.  
Dayton 3918 Free Pike  
Dayton 3729 Germantown Pike  
Fairview Park 22535 Lorain Rd.  
Findlay 1225 Tiffin Rd.  
Hamilton 171 S. Erie Blvd.  
Kettering 2901 Wilmington Pike  
Lakewood 18228 Sloane Ave.  
Liberty Township 3309 Belmont Rd.  
Lima 1571 Allentown Rd.  
Lorain 2500 W. Erie Rd.  
Lorain 1342 Colorado Ave.  
Mansfield 1435 Park Avenue, West  
**Maple Heights** 15500 Broadway

**Maple Heights** 5114 Northfield Rd.  
Marion 501 N. Main St.

**Mayfield Heights** 6225 Mayfield Rd.  
**Mentor** 8775 Mentor Ave.  
**Middletown** 2351 N. Verity Pkwy.  
**Moraine City** 4032 Kettering Blvd.  
**Newark** 45 Union St.  
**Northfield** 10650 Northfield Rd.  
**North Olmstead** 27332 Lorain Rd.  
**North Ridgeville**

39005 Center Ridge Rd.  
**Oregon** 2325 Woodville Rd.  
**Parma** 2200 Snow Rd.  
Parma 5200 Pearl Rd.  
**Parma Heights** 6421 Pearl Rd.  
**Sandusky** 1934 Cleveland Rd.  
**South Euclid** 4500 Mayfield Rd.  
**Springfield** 2328 E. Main St.  
Steubenville 2114 Sunset Blvd.  
**Toledo** 2112 Laskey Rd.  
Toledo 3138 Secor Rd.  
Toledo 3345 W. Monroe  
Toledo 2259 S. Byrne Rd.  
Toledo 3158 Cherry St.  
**Warren** 2841 W. Market St.  
**Warren** 4468 Youngstown Rd., S.E.  
Wickliffe 29107 Euclid Ave.  
**Willowick** 31115 Vine St.  
**Youngstown** 1990 McCartney Rd.

**OKLAHOMA**

**Lawton** 3144 Cache  
**Oklahoma City** 2630 S.W. 29th St.  
**Oklahoma City** 4725 N.W. 39th St.  
**Oklahoma City** 6910 N. May St.  
**Oklahoma City**  
6012 S. Pennsylvania Ave.  
**Tulsa** 4631 S. Peoria Ave.  
**Tulsa** 4003 E. 11th St.

**OREGON**

**Beaverton**  
9375 Beaverton Hillsdale Hwy.  
**Eugene** 1417 Villard  
**Milwaukie**  
15114 S.E. McLoughlin Blvd.  
**Portland** 551 N.E. 122nd Ave.  
**Portland** 2875 S.E. Powell Blvd.  
**Portland** 6300 N. Lombard  
**Portland** 9100 S.E. Powell Blvd.  
**Portland** 3510 N.E. Union Ave.  
**Portland** 3330 N.E. 82nd Ave.  
**Rockwood** 18430 S.E. Stark  
**Salem** 1110 Center St., N.E.

**PENNSYLVANIA**

**Allentown** 3020 Lehigh St.  
**Allentown** 1321 Union Blvd.  
**Allentown** 721 Cedar Crest Blvd.  
**Baden** Ohio River Blvd.  
**Beaver Falls** 200 Ninth Ave.  
**Bethel Park Borō** 5261 Library Rd.  
**Bethlehem** 1907 Steffko Blvd.  
**Camp Hill**  
83 Expressway at Carlisle Rd.  
**Erie** 4319 Peach St.  
**Erie** 2170 E. Lake Rd.  
**Erie** 909 Peninsula Dr.  
**Harrisburg** 3710 E. Walnut St.  
**Hatboro** 121 N. York Rd.  
**Johnstown** 737 Scalp Ave.

**Lancaster** 1841 Columbia Ave.  
**Levittown**

3701 New Rodgers Rd. RR413  
**McKeesport**  
929 E. Pittsburgh-McKeesport Blvd.  
**New Castle** 2425 New Wilmington  
**New Kensington** 2741 Leechburg Rd.  
**Philadelphia** 8901 N. Frankford Ave.  
**Philadelphia** 9970 Bustleton Ave.  
**Pittsburgh** 4849 McKnight Rd.  
**Pittsburgh** 365 Ohio River Blvd.  
**Pittsburgh** 11591 Frankstown Rd.  
**Pittsburgh** 830 Clairton Blvd.  
**Sharon** 1908 E. State St.  
**Uniontown** 575 Morgantown St.  
**Washington** 200 Murtland Ave.  
**Wexford**

Rt. 19 at Richards Rd., R.D. No. 3  
**Wilkinsburg** 2175 Robinson Blvd.  
**Wilkes-Barre** 187 River Rd.

**RHODE ISLAND**

**East Providence** 484 Taunton Ave.  
**Warwick** 2814 S. Post Rd.  
**Warwick** 860 Post Road

**SOUTH CAROLINA**

**Anderson** Belvedere Shopping Center  
**Charleston** 1109 Savannah Hwy.  
**Columbia** 4801 Garner's Ferry Rd.  
**Greenville** 461 S. Pleasantburg Dr.  
**Greenville** 615 Cedar Lane  
**Spartanburg** 120 W. Cleveland St.  
**West Columbia**

1003 Charleston Hwy.

**SOUTH DAKOTA**

**Rapid City** 2223 W. Main St.  
**Rapid City** 720 Cleveland St.  
**Sioux Falls** 3200 S. Minnesota Ave.  
**Sioux Falls** 121 N. Indiana

**TENNESSEE**

**Chattanooga** 5701 Ringgold Rd.  
**Clarksville** 792 North Second St.  
**Kingsport** 2330 Fort Henry Dr.  
**Knoxville** 2812 Magnolia Ave.  
**Knoxville** 3120 N. Broadway  
**Knoxville** 2505 Chapman Hwy.  
**Madison** 1220 Gallatin Pike  
**Memphis** 4287 Summer Ave.  
**Memphis** 3132 Thomas St.  
**Memphis** 4237 U.S. Highway 51, S.  
**Memphis** 3068 Perkins Road  
**Memphis** 657 Highland Ave.  
**Oak Ridge** 805 Main Street, W.

**TEXAS**

**Austin** 5355 Inter-Regional Rd.  
**Fort Worth** 5303 E. Lancaster Ave.

**UTAH**

**Ogden** 1111 Washington Blvd.  
**Provo** 240 W. 1230 North  
**Salt Lake City** 1879 E. 48th, S.  
**Salt Lake City** 1533 S. State St.  
**South Ogden**

3875 S. Washington Blvd.

**VIRGINIA**

**Alexandria** 7614 Richmond Hwy.  
**Alexandria** 3510 Duke St.  
**Alexandria** 6302 Duke St.  
**Alexandria** 5006 Leesburg Pike  
**Arlington** 4834 Lee Hwy.  
**Fairfax** 10775 Lee Hwy.

**Falls Church** 6729 Arlington Blvd.  
**Hampton** 4104 W. Military Hwy.

**McLean** 6808 Elm Street  
**Newport News** 11134 Warwick Blvd.  
**Norfolk** 7448 Military Hwy.  
**Portsmouth** 1201 Frederick Blvd.  
**Richmond** 5520 W. Broad St.  
**Springfield** 6333 Brandon Ave.  
**Virginia Beach**

3852 Virginia Beach Blvd.

**WASHINGTON**

**Bellevue** 120-104th Ave., N.E.  
**Kennewick** 2541 Kennewick Ave.  
**Longview** 1537-15th Avenue  
**Lynnwood** 5901-196th St., S.W.  
**Seattle** 15620 First Avenue, S.  
**Seattle** 2336-25th Avenue, S.  
**Seattle** 5400-14th Avenue, N.W.  
**Seattle** 15210 Pacific Highway, S.  
**Spokane** 6321 N. Monroe  
**Tacoma** 802 Tacoma Ave., S.  
**Tacoma** 7217 Pacific Avenue  
**Tacoma** 6002-100th St., S.W.

**WEST VIRGINIA**

**Huntington** 70 Washington Avenue  
**WISCONSIN**

**Appleton** 1932 N. Richmond St.  
**Beloit** 1443 Madison Road  
**Cudahy** 5740 S. Packard Avenue  
**Eau Claire** 1513 S. Hastings Way  
**Fond du Lac** 699 S. Military Road  
**Glendale**

5344 North Port Washington Rd.  
**Green Bay** 1587 Shawano  
**Janesville** 1622 Milton  
**Kenosha** 8058 Sheridan Road  
**Kenosha** 3926-52nd St.  
**La Crosse** 2727 Lacey Blvd.  
**Madison** 2201 S. Park St.  
**Madison**, 3317 University Ave.  
**Madison** 3051 E. Washington Ave.  
**Manitowoc** 3512 Calumet Ave.  
**Menomonie Falls**

North 83, W. 15515 Appleton Ave.  
**Milwaukee** 7312 W. Appleton Ave.  
**Milwaukee** 3137 S. 76th St.  
**Milwaukee** 2612 W. Morgan St.  
**Milwaukee** 1220 N. 35th St.  
**Neenah** 1104 Commercial Street  
**Oshkosh** 1863 N. Jackson  
**Racine** 2100 Lathrop  
**Racine** 3037 N. Douglas

**Schofield** 743 Grand Avenue

**Sheboygan** 2307 North Avenue

**Waukesha** 701 Grandview

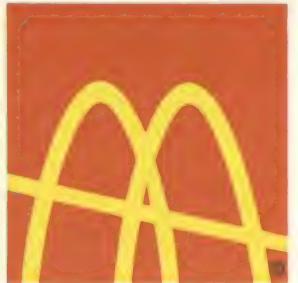
**Wauwatosa** 3131 N. Mayfair Road

**West Allis** 10915 W. National Ave.

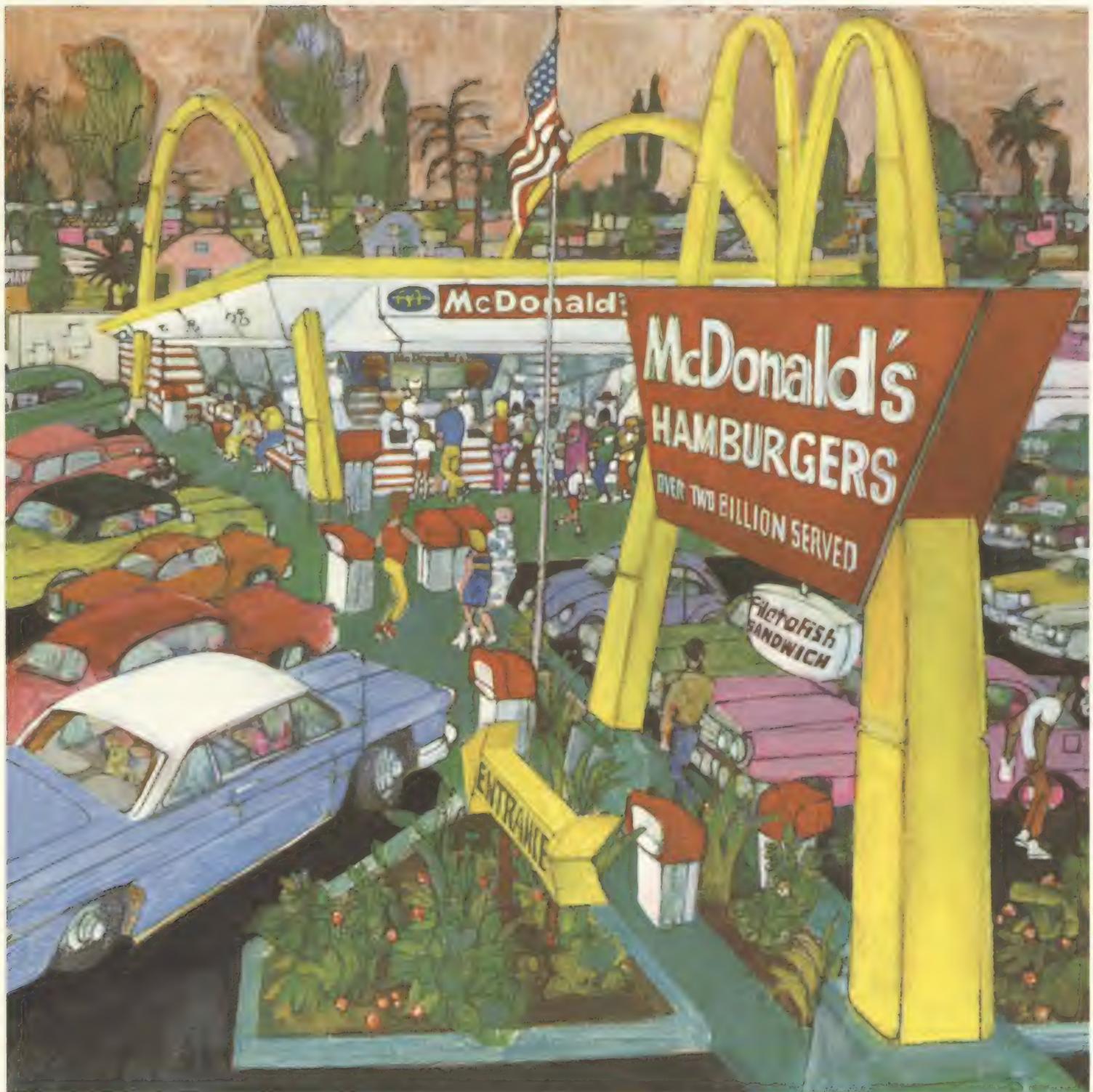
**WYOMING**

**Casper** 2877 E. 2nd St.  
**Cheyenne** 2535 E. Lincolnway

The above list is representative of the licenses granted by the Company since 1955, and includes units under construction.



# McDonald's®



This is McDonald's in Lynwood, California where the skies were sunny and the temperature was 82 degrees.

**What makes McDonald's unique and different? What lies behind its skyrocketing sales figures?**

The seemingly obvious answer—size—is not the answer at all, but rather, the result comes from 10 years of dedication to a principle. McDonald's, with 738 units by the end of 1965 and more units opening constantly, is the nation's biggest chain of

hamburger restaurants—but McDonald's is bigger because it's better, not vice versa.

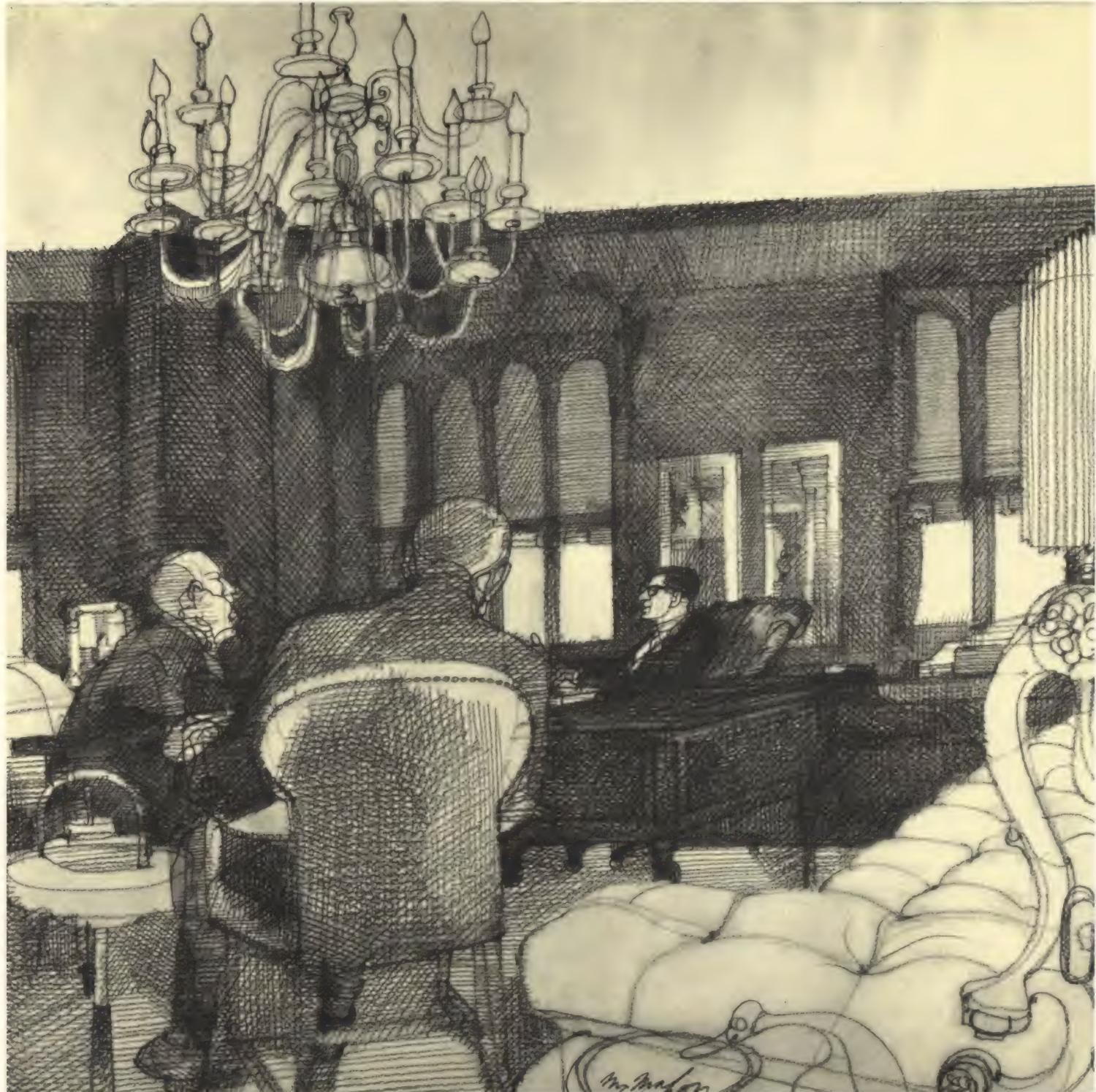
A dedication to quality pervades every aspect of the McDonald's operation.

This dedication starts at the top—with board chairman Ray A. Kroc and president Harry J. Sonneborn—and its impact is felt at every step of McDonald's

operations.

When McDonald's pioneered the 15-cent hamburger restaurant idea back in 1955, rigid standards of quality were designed right into the unique McDonald's formula. As McDonald's mushroomed into the giant it is today, a far-reaching organization was developed to maintain and

*President Harry J. Sonneborn confers in his office with other executives.*



strengthen those quality standards.

The McDonald's difference begins at national headquarters in Chicago, where all the tools of modern big business are enlisted to make sure that the McDonald's success story remains a continuing one.

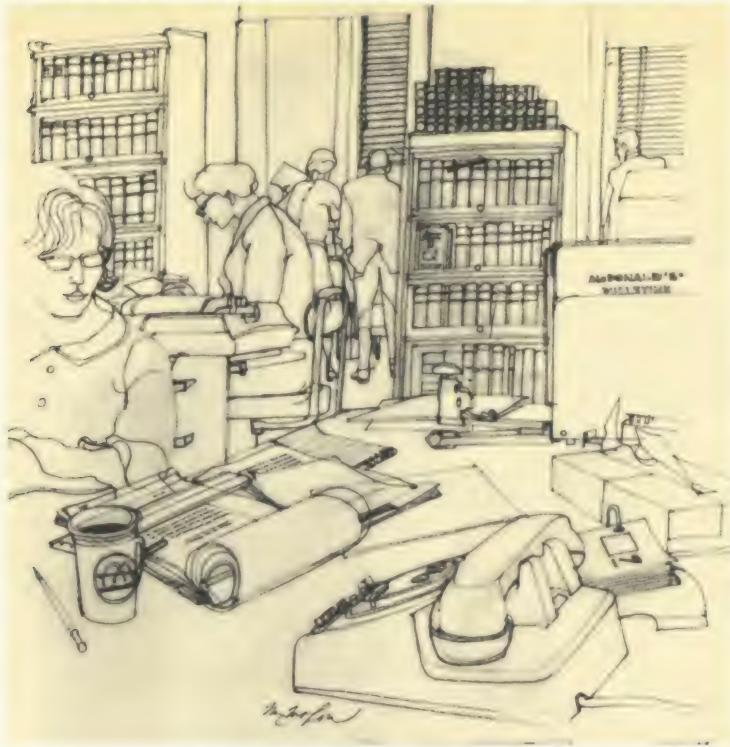
You can sense the difference at a high-level conference

in the executive offices—or in the impressive array of the latest IBM equipment translating ideas into efficient operation. And there are departments seemingly far afield from restaurant management—full-scale professionally-staffed legal and engineering departments.

Overshadowed by McDonald's

spectacular success in the restaurant business has been the chain's emergence as a real estate giant, owning or controlling much of the land and buildings which spell McDonald's to the general public—and meticulous supervision of every detail of design and construction is also a part of McDonald's "secret formula."

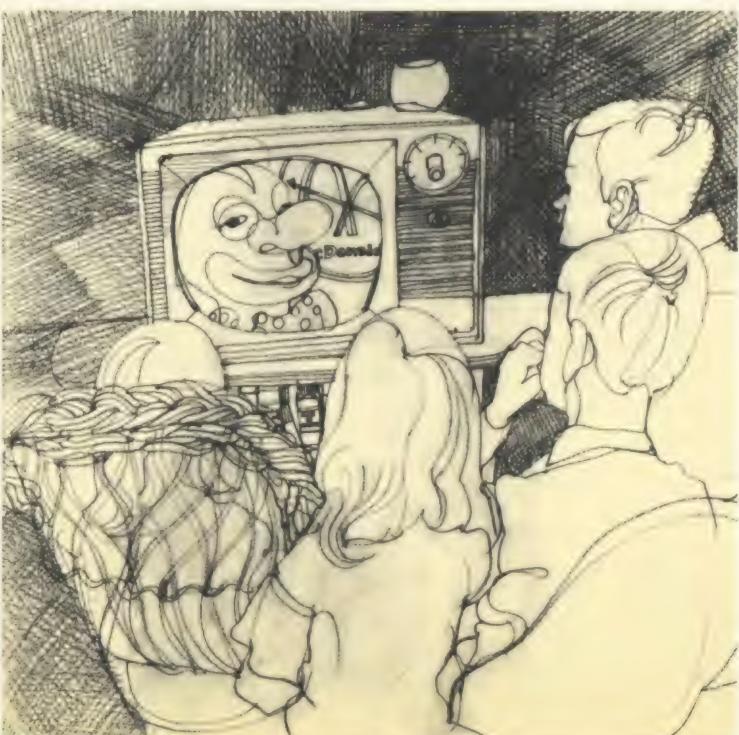
*Legal department reviews license agreements.*



*Data processing equipment processes important records.*



*Draftsmen pore over blueprints.*



*McDonald's commercials on TV.*

One of McDonald's deepest concerns—with continuing growth—has been to maintain intimate contact with every unit—and that's why five regional offices have been established in Boston, Atlanta, Columbus, Chicago and Los Angeles. They keep in close touch with the home office on the one hand and with the units on the other. Field

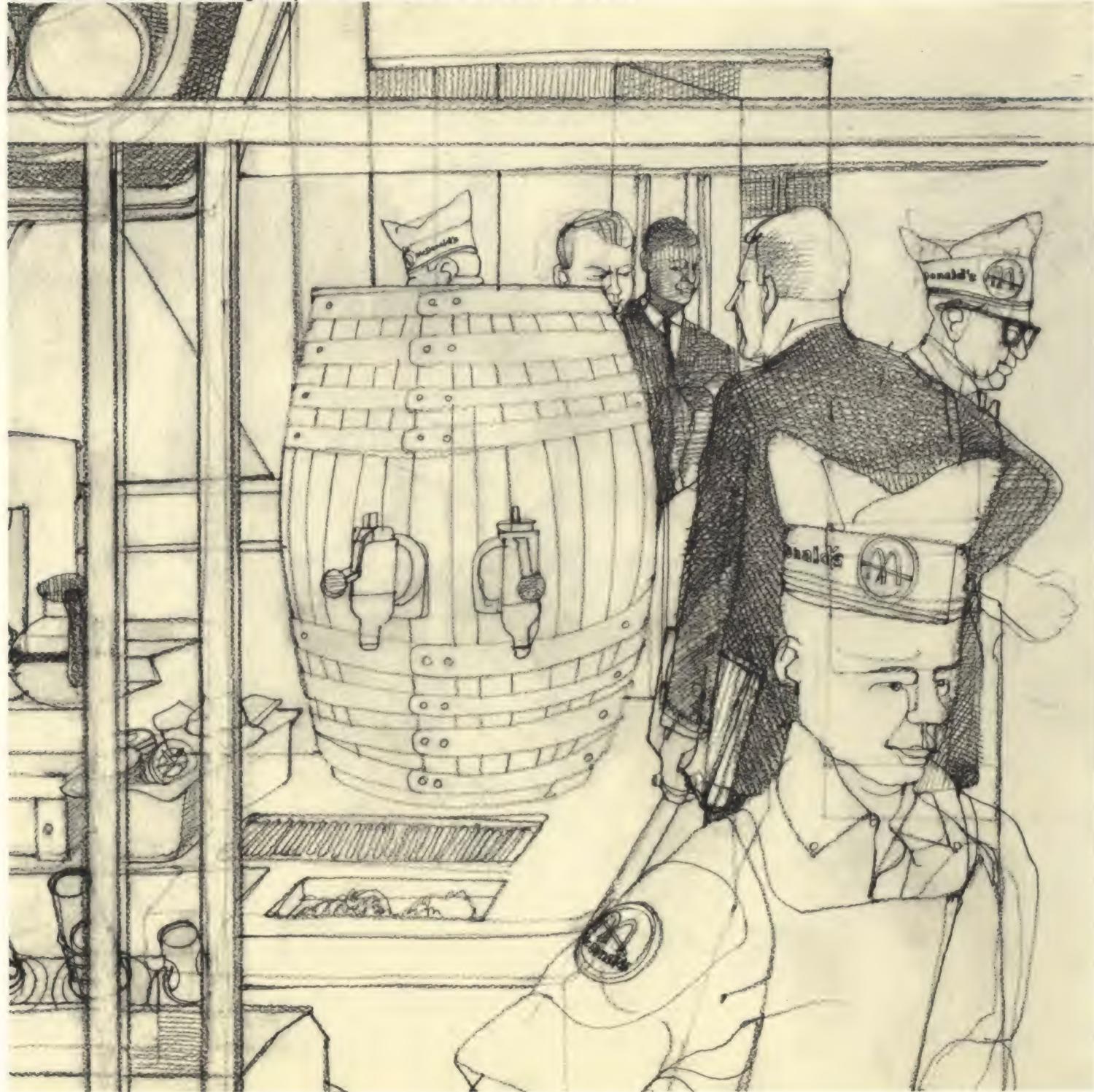
men, supervisors, advertising personnel and engineers from regional headquarters are frequent visitors at every unit. Every restaurant has to be ready at all times for a spot check for quality, cleanliness and service.

Nothing is left to the whim of the man at the grill. McDonald's has developed a formula for making hamburgers exactly to

the public's liking—and every McDonald's follows the same formula. Rigidly-enforced standards cover everything from how the hamburgers are prepared to the speed with which they are served.

In fact, quality control starts with rules about what to buy and how to buy it. Each McDonald's buys its fresh (not

*Field men check the units regularly to offer assistance and check standards.*



frozen) food locally—with daily deliveries to guarantee freshness. But the standards are set nationally, and local purveyors have to meet them.

A vivid example of the way a top-to-bottom dedication to quality effects everything McDonald's does can be found in the chain's unique Research and Development Laboratory, a rarity

in the restaurant business in its emphasis on science and engineering. A "top secret" operation in an unobtrusive building in Addison, Ill., 30 miles from Chicago, the lab uses the latest in modern technology to improve the efficiency of the McDonald's operation and to make a good product even better. Thomas A. Edison wouldn't

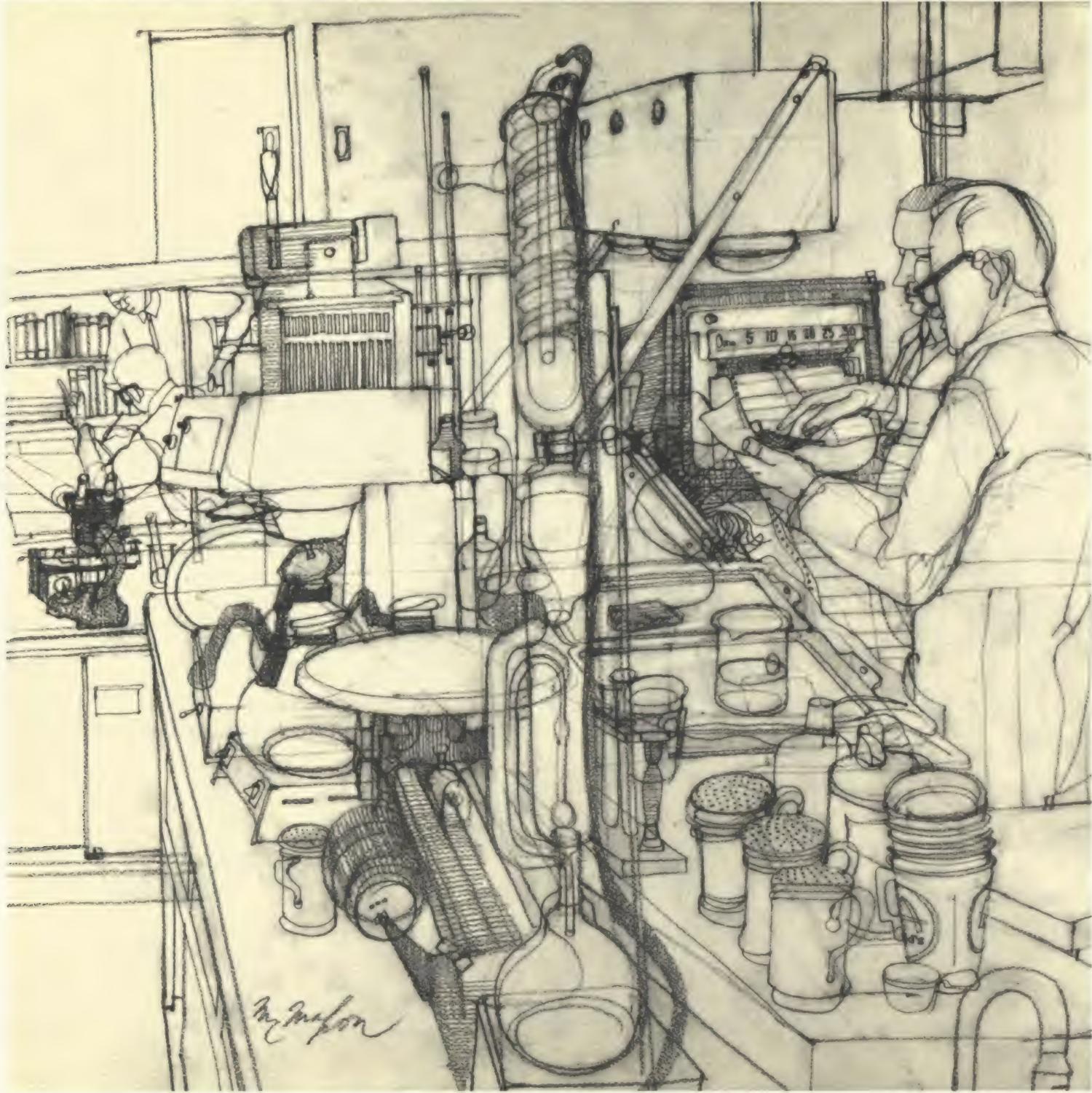
recognize the electronic devices, but he would feel right at home in the atmosphere.

Lab inventions already put into use in McDonald's units include an electronic cooking computer for making tastier French fries, another computer for frying fish and a device to squirt catsup and mustard on McDonald's hamburgers in precisely

*Research and Development Laboratory works on new products for restaurant use.*

*(Next page)*

*Glendale, Wisconsin was cloudy and cold; temperature was 14 degrees below zero.*







Bogatyr

measured amounts.

McDonald's operators learn McDonald's exacting requirements—and how to maintain them—in classrooms of the world's most unusual university—Hamburger University. McDonald's unique training school in Elk Grove, Ill. Hamburger University adapts the classroom approach of more orthodox

universities to such subjects as hamburgers, French fries and restaurant management. It takes a university-style approach to convey in depth all the details that comprise a successful McDonald's operation.

Hamburger University students may delve into chemistry, or engineering, or economics. For instance, they learn how to

measure the moisture content of potatoes with a device called a hydrometer. They are taught which potatoes make the finest French fries. They learn how to buy beef and the reasons for McDonald's rigid rules about the quality of beef that must go into a McDonald's hamburger. They become thoroughly grounded in policy and procedures, and they put

"Hamburger U" teaches about the total operation.



their classroom theory to practice in the Hamburger U equivalent of lab courses—learning to make French fries and hamburgers the McDonald's way. (A classroom joke is that Hamburger U is the only university where, instead of being grilled by their professors, the students grill their final exams.) It's an intensified management course, utilizing

up-to-the-minute educational techniques—and it instills in every operator the McDonald's dedication to quality.

This dedication, which starts at the top, is finally felt where it counts the most—at the local unit level. It shows up not only in the hamburgers themselves—fresh, tasty and served faster than ever before, but in many

other ways . . . the spotlessness of the food preparation area, the immaculate array of modern equipment, the team spirit of the crew, the operator, ever present, and even the meticulous way the lot is kept clean.

The golden arches, which are McDonald's trademark, symbolize the high standards that are rigorously maintained at every unit.

*McDonald's field men inspect the meat at the local supplier before it is delivered to the restaurant.*



**McDonald's unique insistence on catering to a local family trade is reinforced by strict rules designed to establish and maintain a wholesome family atmosphere. McDonald's never has car hops, juke boxes, cigaret machines or even telephone booths, and the chain seeks locations in solid, substantial family communities. A typical**

**unit depends upon local families for as much as 90 per cent of its business, and McDonald's itself becomes a part of the community in every city.**

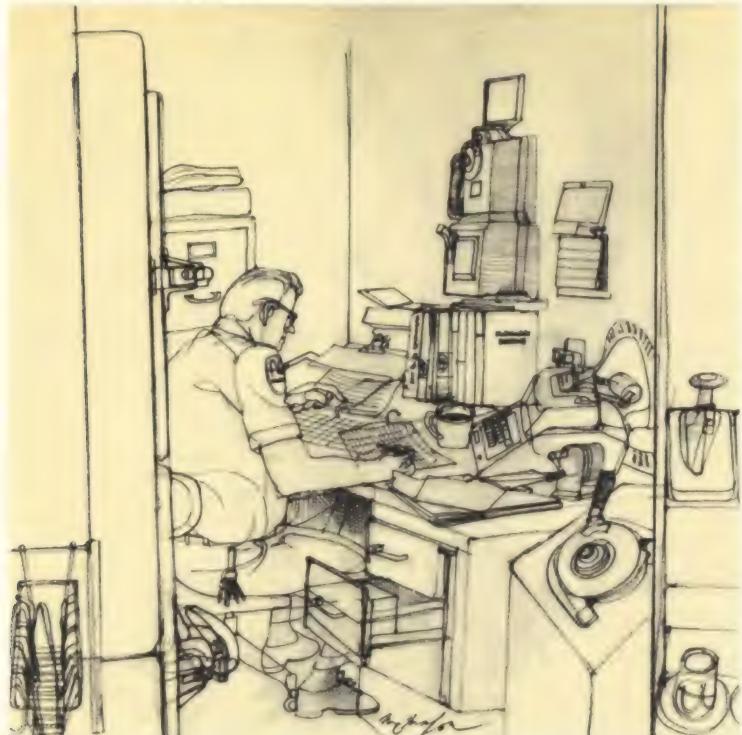
**The secret of a successful restaurant operation is repeat business. Curiosity may attract first-time customers, but it takes quality to bring them back.**

**On a scale which has**

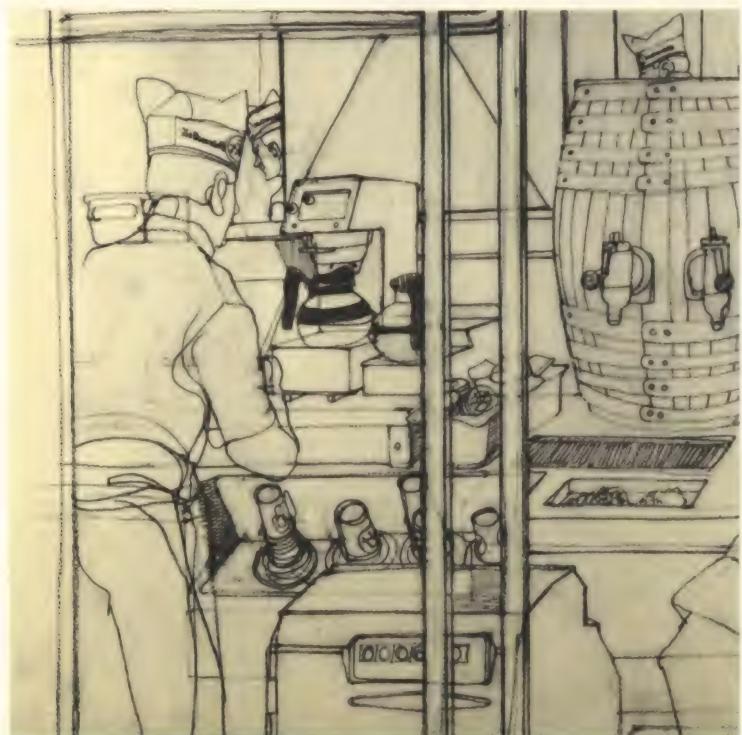
**revolutionized the restaurant business, McDonald's has continued to win new customers, while bringing old ones back again and again.**

**In the final analysis, the importance of top-to-bottom dedication to quality has been measured on the cash registers of unit after unit across the country. McDonald's is**

*Owner goes over his books at the unit.*



*French fries bagged in warming bin.*



*Window man gets a soft drink order.*



*The lot is cleaned regularly throughout the day.*

continuing to grow, but growth alone cannot account for the steadily increasing annual sales volume. The jump from \$139 million in 1964 to \$170 million in 1965, for example, reflected not only more units, but higher average volume unit-by-unit.

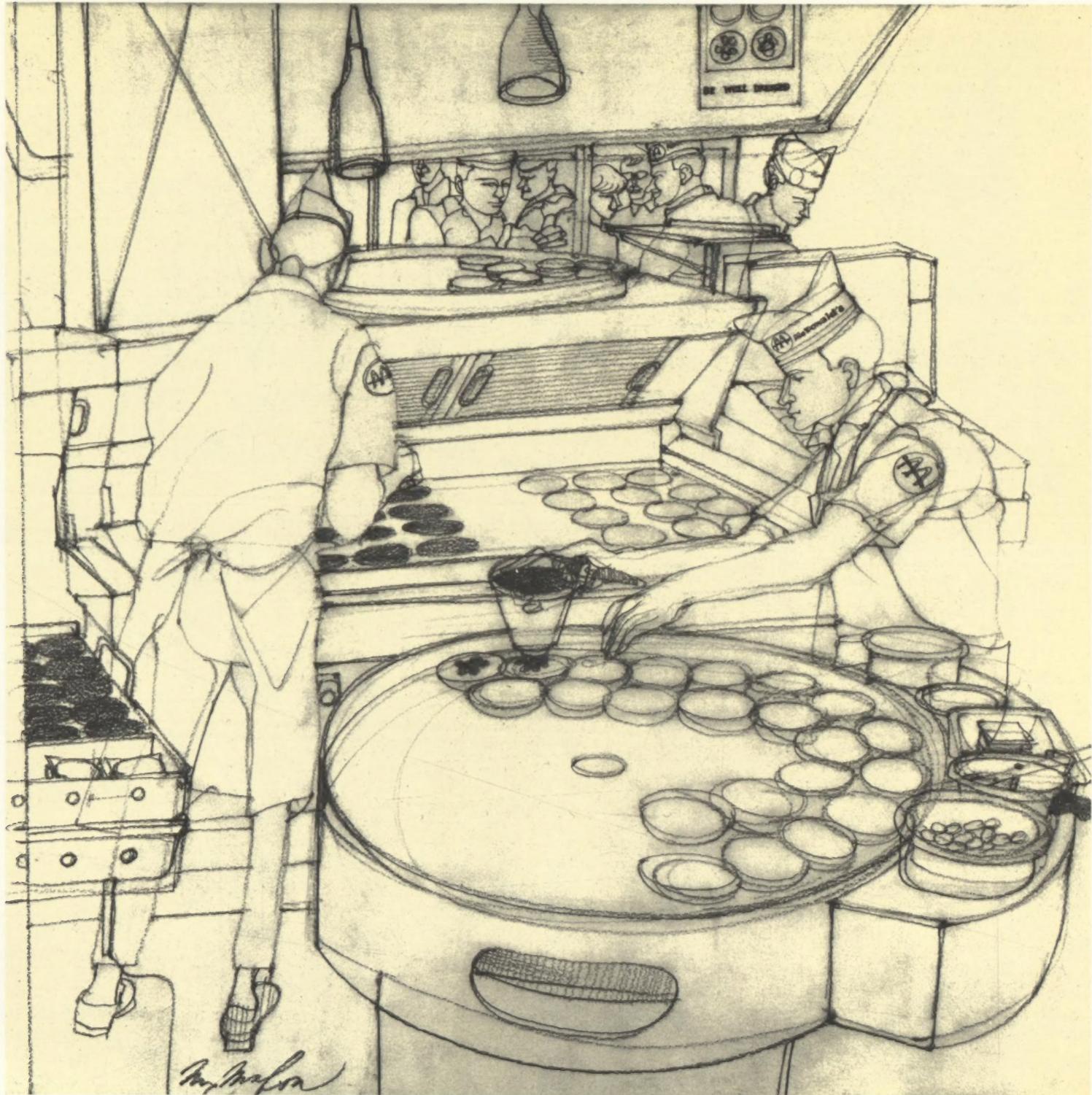
McDonald's has made the hamburger big business, and, in turn, utilized all the resources of

big business to give meticulous attention to every detail.



*Look for the Golden Arches—Where Quality Starts Fresh . . . Every Day™*

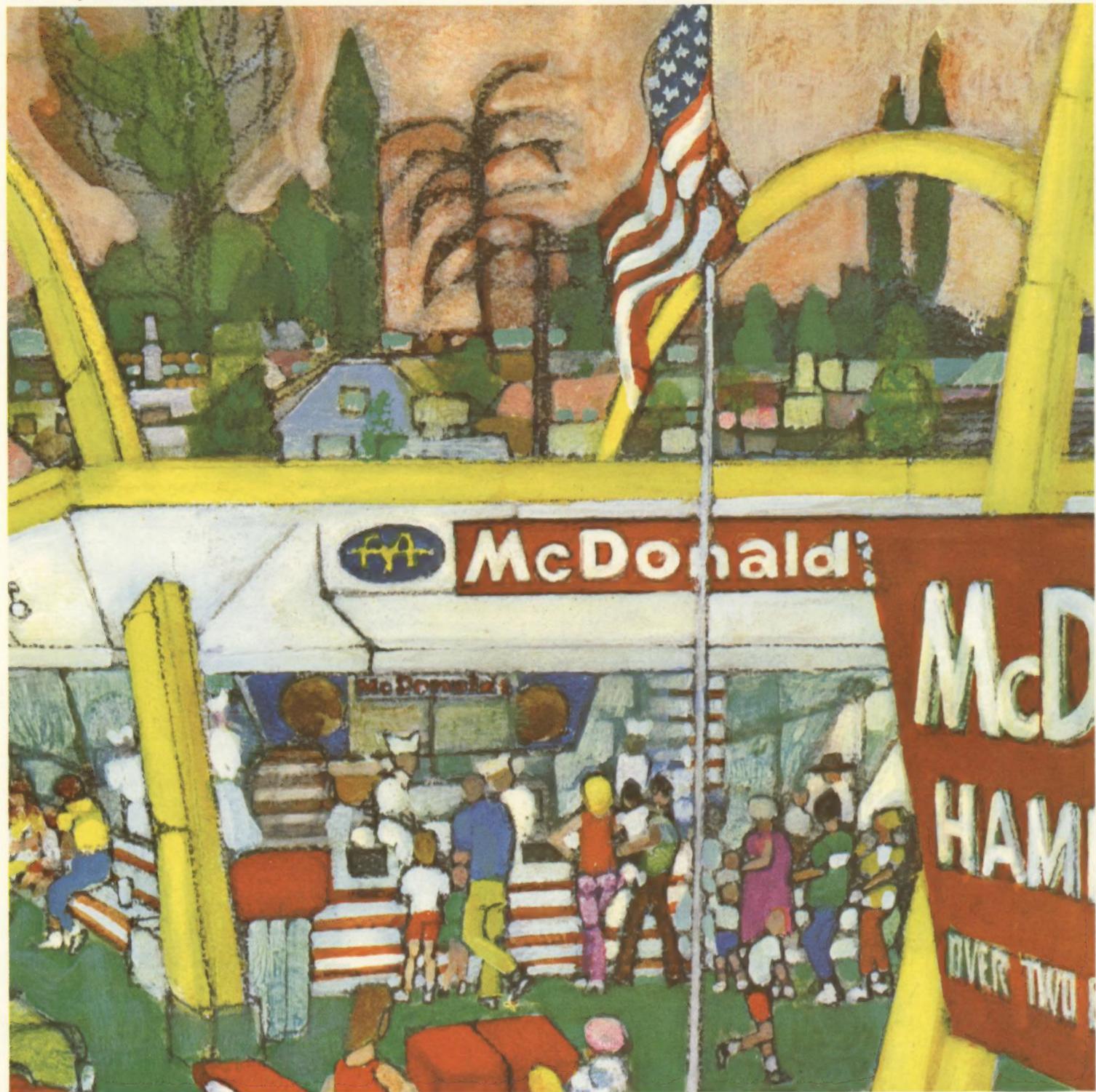
*The grill and bun men get ready for the noon rush hour.*



*This graphic survey was illustrated for McDonald's by internationally famous artist-reporter Franklin McMahon. His pictorial analysis of our company is done with the insight that brought him the 'artist of the year' award in 1963 and important assignments in all parts of the world. Among those magazines which have commissioned and published his work are Fortune, Life, Look, Saturday Evening Post and Sports Illustrated.*

*Unit in Lynwood, California.*

© McDonald's Corporation 1966



**McDonald's Corporation  
221 north LaSalle street  
Chicago, Illinois  
60601**

© McDonald's Corporation 1966

